

NH Hamp
352.07
3157
1995

TOWN REPORT

SALEM, NEW HAMPSHIRE



*Canobie Lake Water Treatment Facility
On line - July 18, 1995*

1995

TOWN of SALEM

NEW HAMPSHIRE



Town Report

1995

Digitized by the Internet Archive
in 2010 with funding from
Boston Library Consortium Member Libraries

<http://www.archive.org/details/annualreportofto1995sale>

TABLE OF CONTENTS

TOWN OFFICERS	4-6
TOWN BOARDS, COMMITTEES & COMMISSIONS	
Board of Selectmen	8
Budget Committee	9
Conservation Commission	10
Council on Aging	11
Housing Authority	11-13
Kelley Library Board of Trustees	14
Kelley Library Director's Report	15
Kelley Library Treasurer's Report	16
Kelley Library Statistics	17-18
Historical Museum Committee	19
Planning Board	20-21
Recreation Advisory Committee	22
Trustees of the Trust Funds	23-27
Zoning Board of Adjustment	28
TOWN DEPARTMENTS AND SALEM DISTRICT COURT	
Town Manager	30
Assessing Department	31
Building Department	31-32
Engineering Department	32
Finance Department	33
Fire Department	33-39
Health Department	39-40
Human Resources Department	40
Human Services Department	41-42
Information Services Department	42-43
Planning Department	44
Police Department	45-46
Public Works Department	46-49
Recreation Department	49-50
Salem Senior Center	50-51
Tax Collector	52-54
Town Clerk	55-56
Salem District Court	56
FINANCIAL REPORTS	
Auditor's Report	58-61
Statement of Appropriation	62
Statement of Expenditures	63
Comparative Statement of Appropriations	64
Statement of Receipts	65
Comparative Statement of Receipts	66
Taxes Assessed	67
Special Funds	68-69
Statement of Town Debt	70
1995 BALLOT RESULTS AND APPROVED ARTICLES	72-75

TOWN OFFICERS

1995

ELECTED OFFICIALS TERM EXPIRES

Selectmen - Three Year terms

Everett P. McBride, Jr., <i>Chairman</i>	1996
Robert L. Ellis, <i>Vice-Chairman</i>	1997
George P. Jones, III, <i>Secretary</i>	1997
Robert J. Campbell	1996
Sandra P. Roulston	1998

Town Clerk - Three Year Term

Barbara Lessard	1996
-----------------	------

Tax Collector - Three Year Term

Jacqueline Gucciardi	1996
----------------------	------

Treasurer - Three Year Term

Cheryl Bolouk	1996
---------------	------

Moderator - Two Year Term

Laurence Belair	1996
-----------------	------

Library Trustees - Three Year Terms

Rosemarie Hartnett, <i>Chairman</i>	1997
Carol Miller	1998
Richard O'Shaughnessy	1996

Library (Appointed by Trustees)

Eleanor Strang, *Director*

Supervisors of the Check List - Six Year Terms

Janice Habib	1996
Sheila Murray	1998
Joan Sabatini	2000

Budget Committee - Three Year Terms

Earl Merrow, <i>Chairman</i>	1996
Stephen Campbell	1997
Harley Featherston	1998
Roland Maher	1996
William Rudd	1997
Brenda Sack	1998
Bernard Campbell, <i>School Board Rep.</i>	
Fred Kruse, <i>Alternate School Brd. Rep.</i>	
George P. Jones, III, <i>Selectmen Rep.</i>	
Robert L. Ellis, <i>Alt. Selectmen Rep.</i>	

Trustees of the Trust Funds - Three Year Terms

Harley Featherston, <i>Chairman</i>	1998
Thomas Eden	1996
Terrence Gerlich	1997

APPOINTED OFFICIALS TERM EXPIRES

Conservation Commission - Three Year Terms

Michael J. Lyons, <i>Chairman</i>	1998
William Bradford	1997
Thomas Campbell	1997
Doris Levesque	1996
Earl Merrow	1996
William Schultz	1998
Thomas Aiello, <i>Alternate</i>	1997
Theodore Hatem, <i>Alternate</i>	1996
George P. Jones, III, <i>Selectmen Rep.</i>	
Ross A. Moldoff, <i>Planning Director, Staff Rep.</i>	

Council on Aging - Three Year Terms

Delbert Downing, <i>Chairman</i>	1997
Shirley Bennett	1997
Robert Castricone	1998
Ethel Fairweather	1998
Pat Keegan	1996
Glen Lavallee	1997
Victor Mailloux	1998
Sandra Merrill	1996
Stephanie Micklon	1998
Ann St. Hilaire	1996
Sandra P. Roulston, <i>Selectmen Rep.</i>	
Sally Sweet, <i>Elderly Coordinator, Staff Rep.</i>	

Fair Hearing Committee, Three Year Terms

Ethel Fairweather	1997
Coletta Ginnard	1997
Anne Priestley	1997
Robert Loranger, <i>Welfare Admin., Staff Rep.</i>	

Highway Safety Committee - Open Terms

Stephen Mac Kinnon, <i>Police Chief</i>	
Alan Gould, <i>Police Captain, Chairman</i>	
Robert Stanley, <i>Police Safety Officer</i>	
John Nadeau, <i>Fire Chief</i>	
George Sealy, <i>Public Works Director</i>	
Robert L. Ellis, <i>Selectmen Rep.</i>	

Historic District Commission - Three Year Terms

Louise Ackerman, <i>Chairman</i>	1997
Edith Desrosiers	1997
Beverly Glynn	1996
Carol McShane	1997
Donna Smith	1998
Sandra P. Roulston, <i>Selectmen Rep.</i>	

APPOINTED OFFICIALS TERM EXPIRES

Housing Authority - Five Year Terms

Delbert Downing, <i>Chairman</i>	1998
Doris Beshara	1996
Patricia Keegan	1997
Arnold Priestley	1999
Patricia Weber	1998
Diane Kierstead, <i>Executive Director</i>	
Sandra P. Roulston, <i>Selectmen Rep.</i>	

Museum Committee - Three Year Terms

Louise Ackerman, <i>Chairman</i> , <i>Historic District Rep.</i>	1998
Beverly Glynn, <i>Historic District Rep</i>	1996
Ernest Mack, <i>Historic Society Rep.</i>	1996
Carol McShane, <i>Historic Society Rep.</i>	1998
Arthur Mueller, <i>Historic Society Rep.</i>	1997
Donna Smith, <i>Historic District Rep.</i>	1998
Sandra P. Roulston, <i>Selectmen Rep.</i>	

Planning Board - Three Year Terms

John P. Lukens, <i>Chairman</i>	1996
Bernard Campbell	1997
Emil Corrente	1997
Michael Lyons	1998
Clifford Sullivan	1998
David Bridge	1996
Robert L. Ellis, <i>Selectmen Rep.</i>	
Ross A. Moldoff, <i>Planning Director, Staff Rep.</i>	

Recreation Advisory Committee - Three Year Terms

Stephen Kniaz, <i>Chairman</i>	1997
Gardner Chase	1996
Edward Gabriel	1996
David Johns	1997
Ronald Packard	1997
Tammy Perron	1996
Nancy Stickney	1998
Fred Kruse, <i>School Board Rep.</i>	
Sandra P. Roulston, <i>Selectmen Rep.</i>	
Julie Kamal, <i>Recreation Coordinator, Staff Rep.</i>	

Zoning Board of Adjustment - Three Year Terms

Phil DeRosa, <i>Chairman</i>	1998
Francis Champoux	1997
John Doyle	1996
Gerald Forcier	1998
Edward Huminick	1997
Catherine E. Barrett, <i>Alternate</i>	1996
Jonathan McNeal, <i>Alternate</i>	1998
Joseph E. Scionti, <i>Alternate</i>	1996
Edward Suffern, <i>Alternate</i>	1997
Edgardo Umali, <i>Alternate</i>	1996
Sam Zannini, <i>Chief Building Official, Staff Rep.</i>	

TOWN DEPARTMENTS AND STAFF

Town Manager

Stephen J. Daly, *Town Manager*
Maureen R. Witley

Assessing

Normand Pelletier, *Chief Assessor*
Catherine Arsenault, *Deputy Assessor*
Joyce Desrosiers
Rosemarie Burton

Building

Samuel Zannini, *Chief Building Official*
George Maihos
Warren Winter
Rosemarie Hartnett

Engineering

Edward J. Blaine, Jr., *Engineering Director*
James Brown
Joseph Chamberlain
Shirley Begg

Finance

Frances Bernard, *Finance Director*
Cheryl Bolouk, *Assistant Finance Director*
Patricia Gaddis
Susan Galvin
Jean Mayo
De-Anna Tetreault
Rena Webster

Fire

John R. Nadeau, *Fire Chief, Emer. Mgmt. Dir.*
Michael Roberts, *Fire Marshal*
Arthur Barnes, *Training/Operations Officer*
Daniel Breton, *Captain*
Kevin Campbell, *Captain*
Kevin Kimball, *Captain*
James Stone, *Captain*
Patsy Dreyer

Health

Suzanne Doucette, *Health Officer*

Human Resources

Anne K. Priestley, *Personnel Assistant*
Ginni Johnson
Patricia Kimball, *Senior Volunteer*

Human Services

Robert Loranger, *Welfare Administrator*
Maureen Sullivan

Town Departments/staff (cont.)

Information Services

John Bernard, *Information Services Manager*
Karen Landry
Brian Clapp

Planning

Ross A. Moldoff, *Planning Director*
Lydia Fortier

Police

Stephen Mac Kinnon, *Chief of Police*
John Boudreau, *Captain*
Alan Gould, *Captain*
Joyce Crocco

Public Works

George Sealy, *Director of Public Works*
William Duma, *Operations Superintendent*
Robert Dennis, *Supt. Parks & Properties*
Daniel Pacheco, *Supt. Utilities*
Paul Weed, *Animal Control Officer*
Alice LaValley

Purchasing

Marilyn Pearson, *Purchasing Coordinator*

Senior Citizens Center

Sally Sweet, *Senior Citizens Coordinator*
Frances Berube
Lois Kurgan
Harriette Hersey, *Fed. Green Thumb Program*
Sis. Rachel Dumont, *Fed. Green Thumb Program*

Town Departments/Staff (Cont.)

Recreation

Julie Kamal, *Recreation Coordinator*
Esther Lucey

Tax Collector

Jacqueline Gucciardi, *Tax Collector*
Patricia Carter, *Deputy Tax Collector*
Jacqueline Delaney
Toni Sullivan

Town Clerk

Barbara Lessard, *Town Clerk*
Mary Fawcett, *Deputy Town Clerk*
Gail Watts
Ruth Hayes
Barbara LaPointe

District Court

Robert D. Marshall, *Justice*
Urville J. Beaumont, *Special Justice*
Michael E. Jones, *Special Justice*
David S. Wajda, *Clerk of Court*
Naomi M. Ireland, *Deputy Clerk*
Brad Mulhearn, *Youth Officer*

Reports from.....

T O W N

B O A R D S,

C O M M I T T E E S

A N D

C O M M I S S I O N S

BOARD OF SELECTMEN



*Standing: Sandra P. Roulston, Robert J. Campbell, George P. Jones, III;
Seated: Robert L. Ellis, Everett P. McBride, Jr., Chairman*

The Board of Selectmen achieved many major accomplishments in 1995. The first major decision of the Board was to hire a new town manager, which became vacant in October 1994. Former Selectman David Tilton accepted the appointment as Interim Town Manager, while the Board of Selectmen began its search for a permanent town manager. The search ended in April 1995 with the appointment of Stephen Daly as Town Manager. This was the most important decision of the Board of Selectmen in 1995. The Board would like to thank former Selectman Tilton for his dedicated service as Interim Town Manager.

The decision to have a member of the Board of Selectmen sit in on contract negotiations proved to be very positive. For the first time in many years, the Board had contracts in hand with all of the unions prior to the 1995 Town Meeting. Again in 1996 all of the union contracts have been signed and articles prepared with the dollar impact for the Town Meeting Warrant. In the case of the Police Union Contract, there was significant positive movement in contract language.

1995 saw many long term capital projects completed; some of these projects began as early as the 1993 Town Meeting. One of these projects was the water treatment plant at Canobie Lake. The 1993 and 1994 annual town meetings approved funding of \$300,000 for the design of the water treatment plant, and \$4.5 million dollars for the construction of the water treatment plant, respectively. In August 1995 the water treatment plant was completed and a public dedication took place. It should be noted that the total cost of the design and construction of the water treatment plant was \$250,000 under budget at a total cost of \$4,250,000 rather than the projected \$4,500,000.

The recycling debate that began in 1993 ended at the March 1995 Town Meeting with a vote to build a trash transfer/recycling facility on the site of the current transfer station. The trash transfer/recycling facility became operational on January 15, 1996, just 10 months after the 1995 Town Meeting vote to go forward.

The March 1995 Annual Town Meeting approved the funding to construct a salt shed and cold storage building. This project was completed in October 1995 on time and within budget. A third ambulance was purchased as part of the three-year program to replace three of the Fire Department's ambulances. This ambulance is a far superior piece of equipment and is due to arrive soon.

The issue that has consumed most of the Board of Selectmen's time in 1995 and will continue into 1996 is the water crisis. The Board has worked long and hard developing plans to present to the Town Meeting in March. We hope you will attend the Annual Town Meeting Election on March 12, 1996 and the deliberative session on March 16, 1996. It is essential that you, as citizens, participate in the decision making process of all important issues.

Respectfully submitted,

Board of Selectmen

BUDGET COMMITTEE



Standing: Harley Featherston, Bernard Campbell (School Board Rep.), George P. Jones, III (Selectmen Rep.), Bill Rudd; seated: Roland Maher, Earl Merrow (Chairman), Stephen Campbell; missing: Brenda Sack

The Salem Budget Committee operates under the authority of the State of New Hampshire RSA 32. The duty of the Budget Committee is to review the needs and requirements of the Town and School District. That is done by means of reviews with the Town Manager and his department heads along with the Board of Selectmen's representative. The School District's review is done with the Superintendent of Schools, his staff, and the School Board through the School Board's representative to the Budget Committee.

The Budget Committee, after its review is completed, does a preliminary vote to establish the direction it believes it should take the budget. A public hearing is scheduled after the preliminary vote. The purpose of the public hearing is to take input from the citizens. This is their opportunity to tell the Budget Committee how they feel about the actions they have taken to that point. They may offer criticism, praise or something in between. Most important, they may offer constructive ideas to support or change the Budget Committee's direction. The Budget Committee follows the public hearing with a final vote. The final vote becomes the budget that is presented to the Town and School District Meetings for their action. The Budget Committee also does a review, preliminary vote, public hearing and final vote on all warrant articles that are of a financial nature.

Some of the large items passed in 1995 were the articles for road construction, the solid waste transfer station expansion, and certainly the largest article being the approval of the bond article for the School District's building expansion plan that is now underway.

As Salem continues to grow, so too does the property valuation. In 1994, every \$772,000 spent represented a \$1.00 on the tax rate. In 1995, every \$784,000 spent represented \$1.00 on the tax rate. The tax rate for the past three years in Salem was as follows:

1993	\$43.33	per	\$1,000
1994	\$45.07	per	\$1,000
1995	\$45.62	per	\$1,000

I would like to take this opportunity to thank of all my colleagues on the Budget Committee for their hard work and dedication to their job on this Committee in representing Salem for striving to present a budget that will satisfy the community's needs and yet keep the town's tax rate as reasonable as possible. There are many different philosophies in the membership of the Budget Committee, but in their own way they all have only the best interest of the community in their mind. They, like all of our committees in town, work long hours with no pay and no personal gain except the satisfaction that they have, in some small way, contributed to the community.

I would like to thank the Town and School District employees for their dedication to our community as well as all the citizens who attend our meetings, public hearings and the Town and School District Meetings. These are the people who truly make our town government work.

Respectfully submitted,

Earl K. Merrow
Chairman

CONSERVATION COMMISSION



*Standing: Doris Levesque , Thomas Aiello, George P. Jones, III (Selectmen Rep.),
seated: Thomas Campbell, Michael Lyons (Chairman), Ted Hatem; missing:
William Bradford, Earl Merrow, William Schultz*

In January of 1995, the Conservation Commission finalized the purchase of what is known as the Weber parcel off Shadow Lake Road. This 10 acre parcel is adjacent to our Town Forest, and will make a nice addition to it. This purchase was possible through the use of the Town's Conservation Fund. The Fund is not part of the General Fund, so such purchases do not have an adverse effect on the Town's tax rate. We are currently evaluating other potential purchases of conservation land in the Town. We also continue to manage and monitor the Town Forest.

We are pleased to report significant progress in our Spicket River Cleanup Program. Commission members Tom Aiello, Tom Campbell, Mike Lyons, in addition to citizen members Frank Lyons and Dave Walsh, made up our Spicket River Cleanup Committee. Through a lot of hard work and planning, we were able to clean and clear for navigation over 5 miles of the Spicket River. It is the goal of the Committee to complete this cleanup in the fall of 1996. We also will be looking to begin an Adopt-A-River program for long term maintenance, as well as a comprehensive water quality testing program to look for contaminants.

In 1995, the Commission reviewed 23 applications for wetlands impact and 2 permits for dock or retaining wall construction/replacement. We also made recommendations for changes to our Wetlands Ordinance to the Planning Road, which have been forwarded to the voters of Salem. These changes would make our ordinance consistent with state and federal regulations.

While this past year did not bring any new members to the Commission, I would like to thank the current membership for its hard work and effort in 1995. I would also like to thank the Planning Department, Town Manager's Office, and the Board of Selectmen for their support throughout the year, as well as everyone who showed up and volunteered time with our River Cleanup.

Respectfully submitted,

Michael J. Lyons
Chairman

COUNCIL ON AGING



Standing: Sandra Merrill, Delbert Downing; seated: Pat Keegan, Ethel Fairweather, Ann St. Hilaire; missing: Shirley Bennett, Robert Castricone, Glen Lavalley, Victor Mailloux, Stephanie Micklon, Sandra Roulston (Selectmen Rep.)

HOUSING AUTHORITY



*Standing: Arnold Priestley, Delbert Downing, Diane Kierstead (Exec. Director);
Seated: Doris Beshara, Patricia Weber, Patricia Keegan,
Sandra Roulston (Selectmen Rep.)*

The Salem Housing Authority operates the Public Housing Program in the community, which consists of three elderly housing complexes - Millville Arms, Telfer Circle, and Hilda Place. Hilda Place was constructed and initially occupied 1995, housing eight additional low-income elderly/disabled households. It was named in honor of Hilda Telfer, wife of the late Harold C. Telfer of Salem. The project was built with development grant funds through the Department of Housing and Urban Development (HUD). Through the Public Housing Program, the Authority now assists 158 elderly and/or disabled households and maintains a 100% occupancy rate.

In 1995, the Authority completed its Comprehensive Improvements Assistance Program (CIAP) - a grant from HUD for major improvements/renovations at the Millville Arms and Telfer Circle complexes. The entire program included roofing, smoke detectors, carpeting, water heaters, intercom/doorbell system, and paving.

The Authority continues to operate the Section 8 Housing Assistance Payments Program, which provides direct rental subsidy payments to private landlords on behalf of program participants. Participants pay 30% of adjusted income toward rent and utility costs. In 1995, the Salem Housing authority made subsidy payments on behalf of participants, totaling \$290,837.

The waiting list for the Public Housing program reopened in November 1995; however the list for the Section 8 program was once again closed and remains so. Though many households are eligible, lack of funding requires applicants to wait a substantial period of time before receiving the needed assistance.

Since the adoption of the Affordable Housing Ordinance in 1989, thirty-nine families were able to purchase homes under the Affordable Housing Program. The authority also maintains the waiting list for a twenty-four unit rental project (Policy Brook Estates) which was constructed under the ordinance.

It should be noted that the Public Housing and Section 8 programs are federally subsidized through HUD, whereas the Affordable Housing Program is a local Town-established program which has been developed, implemented and managed by the municipal government, Housing Authority, and private sector.

Other efforts to increase affordable housing in the community include the acquisition of Town-owned property. One single family home was transferred to the Authority, and is currently under renovation with the assistance of local bank funds and the work of the local high school vocational students. A second home has also been transferred to the Authority from the Town, and both homes will be utilized as rental property for low-income households.

Each year, the Authority makes a Payment in Lieu of Taxes (PILOT) to the Town of Salem for each of the elderly housing complexes. In 1995, the annual payment totaled \$22,977.24. The Grant Total of PILOT payments made to date totals \$282,707.76, in addition to a Grant Total of water/sewer payments of \$314,861.35.

Also in 1995, the Authority was awarded a perfect score (\$100%) for the third consecutive year through HUD's Public Housing Management Assessment Program (PHMAP), thereby once again designated a High Performer. Assessment factors include such items as modernization activities, unit turnover time, occupancy rate, accounts receivable, and timeliness of repairs.

The Authority continues to seek out means of providing decent, safe, and affordable housing to low and moderate income families within the community. We thank the Town of Salem for their continued support and look forward to working closely with the Town of Salem throughout the coming year.

Respectfully submitted,

Diane E. Kierstead, PHM
Executive Director

SALEM HOUSING AUTHORITY

SUMMARY OF TOTAL PILOT AND WATER AND SEWER PAYMENTS

Project No. NH 17-1, NH 17-5:

Total PILOT Payments 1977 - 1994	\$125,889.55
Plus 1995 Payment	<u>\$ 11,216.39</u>
TOTAL TO DATE - DECEMBER 18, 1995	\$137,105.94
 Total Water and Sewer Payments 1977 - 1994	 \$162,495.32
Plus 1995 Payments	<u>\$ 14,971.55</u>
TOTAL TO DATE - DECEMBER 18, 1995	\$177,466.87

Project No. NH 17-2:

Total PILOT Payments 1983 - 1994	\$133,840.97
Plus 1995 Payment	<u>\$ 11,760.85</u>
TOTAL TO DATE - DECEMBER 18, 1995	\$145,601.82
 Total Water and Sewer Payments 1983 - 1994	 \$124,335.37
Plus 1995 Payments	<u>\$ 13,059.11</u>
TOTAL TO DATE - DECEMBER 18, 1995	\$137,394.48

GRAND TOTAL PILOT PAYMENTS FOR NH 17-1, NH 17-2, AND NH 17-5 TO DECEMBER, 1995	\$282,707.76
---	--------------

GRAND TOTAL WATER AND SEWER PAYMENTS FOR NH 17-1, NH 17-2 AND NH 17-5 TO DECEMBER, 1995	\$314,861.35
--	--------------

KELLEY LIBRARY BOARD OF TRUSTEES



Carol Miller, Richard O'Shaughnessy, Rosemarie Hartnett

I want to take this opportunity to thank Eleanor Strang, Library Director, for her assistance and dedication to the Kelley Library and its patrons. The Kelley Library staff are to be congratulated for making the library facility so user friendly.

During 1994, the Kelley Library began converting the card catalogue into a computerized format. In March of 1995 the Salem voters approved funding of an automated library system which allowed us to install a comprehensive automated system which will improve service at the circulation desk and provide enhanced access to material via on line access terminals.

In August of 1995, the Kelley Library and GMILCS entered into an agreement. We became part of GMILCS (Greater Manchester Integrated Library Cooperative System) which is a non-profit library automation consortium. The Kelley Library joined the consortium made up of the following member libraries: Amherst, Bedford, Goffstown, Hooksett, Manchester, Merrimack, Milford, New Hampshire College, University of New Hampshire Manchester and GMILCS agreed to provide integrated library automation services and database maintenance covering circulation, on-line public catalog, cataloging, remote gateways and community resources. The best is yet to come as the automation work progresses. The Library Trustees are working with the Library Director in keeping the public informed of our progress. We are hopeful of having an Open House to celebrate automation in mid April of 1996.

Late 1995, Library Trustee Bertice Woodbury passed away. Mrs. Woodbury, who served as Library Trustee and prior to that worked at the Kelley Library, will be remembered for her dedication to the community and the patrons of the library. In December of 1995, the Board of Selectmen appointed Richard O'Shaughnessy to serve as Library Trustee for the remainder of Mrs. Woodbury's term. Mr. O'Shaughnessy was a former member of the Trustees and brings his expertise on automation and budget process to the board.

I would like to conclude my report with a personal note as the chairman of the Library Trustees. Being an avid reader, it was a natural thing for me to be interested in the library and its many services. Serving on the Board of Trustees for the past two years has been an exciting experience for me. My husband and I brought a personal touch to the library with a small garden at the front entrance to the library. It complements the employees' garden at the lower level.

I would encourage anyone interested in community volunteer work to consider running for Library Trustee. It is personally rewarding. It is enriching. It gives you the ability to view the library from the inside out. It is a good sight and I thank the people of Salem for providing me with the opportunity to serve the community in such a worthy endeavor. I look forward to the coming year and the new challenges of the Information Age at the Kelley Library.

Respectfully submitted,

Rosemarie Hartnett
Chairman

KELLEY LIBRARY

For the Kelley Library, 1995 has been a year of change and progress, particularly in terms of the accomplishment of a host of projects involved in creating an automated library system integrating the major functions of the library. Local funding for this system was approved at Town Meeting in March of 1995.

In June, we officially received the good news that the Kelley Library would receive a federal grant of \$11,269 to assist in implementing the automated system. During the summer, the data cabling and electrical work needed as the infrastructure of this system were completed. During the fall, a state-of-the-art telecommunications linkage using Frame Relay technology was successfully established, linking the Kelley Library to the central computer of the library network which we have joined. Also during the fall, all the hardware arrived and was set up behind the scenes so staff training could be started. In mid-November, we began having library patrols fill out a registration form so that we could enter them into the new system and prepare bar-coded library cards for them. (It is interesting to note that, as an indication of the tremendous usage of the library by Salem citizens, almost 2,000 people filled out these forms in the first seven weeks!)

Early in 1996, the automated system will become visible to library users. The first module to be activated will be the Public Catalog Terminals, which will enable people to search our collection far more flexibly and powerfully than a card catalog, and will also enable people to see the collections of the nine other New Hampshire libraries which belong to the network we have joined. The next module to be implemented will be circulation, in which laser scanners will be used to check materials out to library users.

I would like to take this opportunity to thank the Trustees of the Library for their guidance and enthusiastic support, my assistant director, Jean Williams for her quiet strength and dedication, the staff of the library for their creativity and perseverance, and all the Salem citizens who volunteered their time to help the library during the transition.

On a somber note, all of us at the Kelley Library were saddened by the death on November 30, 1995 of Mrs. Bertice Woodbury, who had served as a Trustee of the library since 1981 and had been a member of the staff prior to that. We are all grateful to the Late Mrs. Woodbury for her many years of dedicated service to the library.

It is the intention of all of us at the Kelley Library, even as the library becomes increasingly "high-tech," to continue the best traditions of the library, particularly a strong commitment to providing friendly service for the people of Salem.

Respectfully submitted,

Eleanor Strang
Director

KELLEY LIBRARY TREASURER'S REPORT

Balance of Cash on Hand January 1, 1995: \$16,970.99

Income, 1995:

Town of Salem (for operating budget)	886,427.32
Town of Salem (for automated system)	75,717.59
Grant (for automated system)	10,142.10
Library Fees	13,637.91
Materials of Trade	20,419.52
Trust Funds	1,266.68
Gifts	646.05
Interest	<u>309.73</u>
Total Income:	1,008,566.90

Total Available Funds, 1995: \$1,025,537.89

Expenses, 1995:

Personal Services	645,631.60
Fees & Charges	8,012.61
Materials of Trade	108,932.09
Supplies	14,480.46
Services & Charges	135,374.12
Equipment	6,222.37
Miscellaneous	104.00
Automated System	<u>85,859.69</u>
Total Expenses:	1,004,616.94

Balance of Cash on Hand, December 31, 1995 \$20,920.95

Cash Balances, December 31, 1995:

Cash on Hand	889.48
Checking Account	19,918.78
Petty Cash (2 accounts)	<u>112.69</u>
	20,920.95

1995 KELLEY LIBRARY STATISTICS

"Dedicated to serving you"

The Kelley Library offers not only the latest best-sellers but also current books on every subject; magazines and paperbacks; audio cassettes, video cassettes, and compact discs. As of December 31, 1995 the library had:

73,847 Books

18,558 Paperbacks

512 Current Magazine and Newspaper Subscriptions

2,575 Compact Discs and LPs

1,483 Audio Cassettes

3,835 Video Cassettes

35,529 Library Cards issued (since 1986)

1,943 New Barcoded Library Cards applied for (November 14 - December 31, 1995)

LANDMARK LIBRARY SERVICE

- Up-to-date Information you need -- career, consumer, small business, personal finance, health, home and auto, etc.
- Access to powerful databases such as DIALOG, InfoLink, and the Internet, and CD-ROM products such as Phonedisc, Computer Select, World Book Encyclopedia, 1990 Census NH/MA, and Infotrac.
- Local and State Information.
- Job Resource Center.
- Museum Passes.
- Computer for public use.
- A staff of fourteen trained and knowledgeable librarians dedicated to serving you.
- A comfortable, modern building in which to read, browse, or study, open 68 hours a week, 52 weeks a year.

THE FOURTH BUSIEST PUBLIC LIBRARY IN NEW HAMPSHIRE

ADULT SERVICES:

CIRCULATION: Books, Magazines, and Paperbacks.....	117,564
Compact Discs, Audio Cassettes, and LPs.....	15,726
Video Cassettes.....	24,530
Museum Passes.....	526
ADULT TOTAL.....	158,346

ACTIVITIES:	2,911 Reserve Requests Processed
	7,992 Overdue Notices and Bills Processed
	14,874 Overdue Materials Processed
	2,188 New Borrowers Registered

CHILDREN'S SERVICES:

CIRCULATION: Books, Magazines, and Paperbacks.....	79,760
Audio Cassettes and LPs.....	840
Video Cassettes.....	17,887
Other.....	1
CHILDREN'S TOTAL.....	98,488

ACTIVITIES :	4,490	Overdue Notices and Bills Processed
	10,160	Overdue Materials Processed
	595	New Borrowers Registered
	126	Story Hours
	2,282	Story Hour Attendance
	27	Field Trips and Other Programs
	1,158	Field Trips and Other Programs Attendance

TOTAL 1995 LIBRARY CIRCULATION.....256,834

INFORMATION AND REFERENCE SERVICES:

11,989	Reference and Research Questions Answered
697	Inter-Library Loan Requests Processed
152	Online Database Searches Conducted
7	Instructional and Other Programs Conducted

TECHNICAL SERVICES AND CATALOGING SERVICES:

Books Cataloged and Processed.....	3,248
Paperbacks Processed.....	3,446
CDs, Audio and Video Cassettes Cataloged and Processed.....	503
Microfilm Reels Processed.....	121
Total Library Materials Processed.....	7,318
Total Library Materials Withdrawn (damaged, worn out, outdated)..	10,973

HISTORICAL MUSEUM COMMITTEE



*John Warren, Joanne Warren (Volunteers), Louise Ackerman,
Ernest Mack, Carol McShane; missing Donna Smith, Beverly Glynn,
Arthur Mueller, Sandra Roulston (Selectmen Rep.)*

The highlight of 1995 was increased volunteer activity in the Museum. The Curators were joined by a retired couple, a Salem High School freshman, and three Woodbury Junior High students. Occasionally, visitors would lend a hand to work in progress.

A number of significant donations were made to the Museum collection: shoemaking tools, a Russian sleigh bed, a Morris rocking chair, side chairs, military uniforms, a commercial store scale, coins, etc. A local artisan donated her handmade replica of the Old Town Hall to the museum as well as part of the receipts from sales of copies to the Historical Society; the society in turn voted to use that money to frame pen and ink drawings donated by a Salem artist. Several residents also loaned items for display: antique chests, a kerosene lamp, and bottles and other objects found on the Canobie Lake bed.

As the collection grew in size, the Curators recognized the need for more display area. They requested the Board of Selectmen authorize the Museum use of the Alice Hall Memorial Library. Permission granted, the volunteers immediately cleaned the interior of the Old Public Library and moved hundreds of donated books as well as old school desks. The Museum Committee plans to recreate the library as it was when Alice Hall was the librarian; part of the room will also be arranged as an old-time classroom. Volunteers will paint the walls and build bookshelves.

To make the collection more interesting to visitors, the Curators reorganized the display cases in the main meeting room. Several hold farm tools, others household implements & furnishings; some hold toys, dolls, games, and sporting equipment. Other cases contain memorabilia from Canobie Lake Park, Rockingham Park, the Salem Fire Department, and local organizations. On the walls there are displays of tools and equipment, signs, and photographs of scenes and people.

Once the desks, books, and other school items were removed next door to the old library, there was space to better display the home furnishings in the collection. The "living areas" include a sitting room, a sewing room, and a dining room. One whole room is filled with items Salem folks used in their kitchens, while another is a fully furnished bedroom. The "work areas" include a display of business machines, several Post Office windows, the Ewins Store and its back room all set up for the men to play checkers, and a display of shoes and woodworking tools.

Tours can be arranged by appointment with the Curators. Children and adults alike are welcome. Local organizations are invited to hold one meeting in the main room and to tour the museum. The Salem Historical Museum will be open to the public each Monday April 1 through October 28, 2:00-5:00 p.m.

Respectfully submitted,

Salem Museum Committee

PLANNING BOARD



*Standing: Emil Corrente, Robert Ellis (Selectmen Rep.), Bernard Campbell,
Michael Lyons; seated: Clifford Sullivan, David Bridge, John Lukens (Chairman)*

Growth; the positive tax impact of commercial and industrial development; the negative impacts on lifestyle of traffic and congestion; the negative impacts on school and municipal utilities of residential development; the rights of landowners, often long-time residents, to develop their property and obtain a return on their investment.

These issues dominated much of the attention of the Planning Board in 1995. In looking back, one can see that the impact of the Mall at Rockingham Park, and the issues surrounding the Wal-Mart approval, raised the level of community concern about Planning Board activities. This resulted in more average citizens taking an interest in Planning Board applications which reached far beyond mere abutter concerns. While the idea of citizen involvement is welcomed, all parties need to understand that the Planning Board is governed by laws which balance the interests of the community, and the rights of applicants.

The Planning Board in 1995 continued its efforts to examine the impact of growth, and to respond appropriately to the concerns. First of all, 1995 saw the first appointment of a citizen advisory group to assist in drawing up the latest version of the community Capital Improvement Plan (CIP). Led by John Lukens, this group of Board members, members of other municipal groups, as well as average citizens appointed by the Board, continued the Board's ongoing efforts to update the community CIP. The CIP has, as its goal, the planning of municipal capital expenditures to meet upcoming needs in a fiscally responsible way. The CIP committee was assisted greatly by the new Town Manager, Stephen Daly, who appeared to be committed to the concept of CIP planning in a way not seen from previous Town Administrations.

Also in 1995, the Planning Board examined how current ordinances and regulations might be amended to reflect the growth patterns desired by the majority of its citizens. At year end, the Board proposed a zoning amendment to increase basic lot sizes in rural areas. The acute water crisis which developed in 1995 will be written about by others. The Planning Board showed its concern for the issue of groundwater protection by considering an amendment to increase lot sizes on lots with on-site waste disposal systems.

Growth and traffic concerns highlighted the most controversial application of 1995, the proposal by Rosen Associates to construct a large retail center on Kelly Road. The project was ultimately rejected, but a Court appeal is pending. No other major retail proposals were submitted in 1995. The Board did approve several industrial expansions in the industrial park off Pelham Road. As a sign of new activity, re-approval was given for an industrial building off Raymond Avenue. The water ban may have curtailed some other submittals in the latter part of 1995.

The past year also saw site approval of several new restaurant projects, including Wendy's and Chili's, as well as expansion of Sal's Pizza. Auto and tire services were popular, with two more tire centers approved (Auto Palace, Sullivan Tire) to join the NTW site approved at the end of 1994. Expansion of the Campbell's Scottish Highlands Golf Course continued with approval of a driving range to open in 1996.

In the area of residential growth, 1995 saw an upswing in the number of projects either approved or pending. The largest single project approved in 1995 was the Captain's Village project (44 lots) off Town Farm Road. Other projects in that general vicinity were also approved (Shannon Road/Shea 5 lots, Liberty Street/ Pandelena 6 lots). Activity was also noted in West Salem off Pelham Road, where Evco received approval for approximately 12 lots near the Windham border. At year-end, several major projects for the area of North Salem near Route 111 were pending consideration.

As noted above, several planning activities also took place in 1995. The Board watched the progress of the Route 111 By-pass planning process. Rezoning land areas to conform with the Master plan continued in 1995, with rezoning on Cluff Crossing Road and Kelly Road (the latter under Court appeal). At the end of the year, the Board had under consideration changes to areas off Brady Avenue and Garabedian Drive. The Board appointed a citizen study committee to examine the issue of home occupations. The Committee report was adopted late in 1995 and will be considered by the voters in 1996. Finally 1995 saw the departure of long-time member Tom Pappalardo, and his replacement by Conservation Commission Chairman Mike Lyons. Mike's appointment helps strengthen the communication between the Planning Board and the Conservation Commission.

The coming year is likely to see a continuation of the discussions over growth and the ability of the community infrastructure (schools, roads, water) to support that growth. The Planning Board encourages all members of the community to become involved in the planning process and help shape the future of Salem.

Respectfully submitted,

Bernard H. Campbell
Secretary

MAJOR PROJECTS APPROVED BY PLANNING BOARD - 1995

<u>APPLICANT</u>	<u>PROJECT:</u>	<u>LOCATION</u>	<u>MAP/LOT</u>
Chili's	200 seat restaurant	South Broadway	128-711
Evco	4 lot subdivision	Pelham Road	103-8508
Dodge Grain	3000 s.f. addition	North Broadway	9-1154
Salem NH Associates	200 seat restaurant	South Broadway	151-2
	Auto repair building		
Donigian	4 lot subdivision	Brookdale Road	95-7720
Hatem	8 lot subdivision	Haverhill Road	11-6042
Shannon Road Realty	5 lot subdivision	Shannon/Town Farm	59-7139
Wendy's	88 seat restaurant	North Broadway	62-11578
DHB	15 lot subdivision	Wheeler Avenue	111-8333
Dennco	99,000 s.f. indus. bldg.	Northwestern Dr.	95-10585
Sal's Pizza	5400 s.f. addition	N. Broadway	89-1150
Pandelena	6 lot subdivision	Liberty Street	70-7177
Hutter	2 industrial bldgs. (45,270 s.f.)	Northwestern Dr.	92-10582
Sullivan	5840 s.f. auto repair bldg.	North Broadway	81-1147
Brooks	17,510 s.f. office add.	Northeastern Blvd.	88-3789
Evco	9 lot subdivision	Pelham Road	103-8508
Mectrol	20,000 s.f. indus. add.	Northwestern Dr.	95-10591
Captains Village	44 lot subdivision	Town Farm Road	58-7028 & 7029
QC Drilling	9400 s.f. indus. bldg	Northwestern Dr.	86-10577
GHK	4000 s.f. addition	Raymond Avenue	106-10699
Castricone	9 lot subdivision	East Broadway	14- 6070 & 9800

RECREATION ADVISORY COMMITTEE



*Gardner Chase, David Johns, Tammy Perron, Stephen Kniaz (Chairman);
missing; Edward Gabriel, Ronald Packard, Nancy Stickney, Fred Kruse
(School Board Rep.), Sandra Roulston (Selectmen Rep.)*

The Recreation Advisory Committee, working closely with Salem's Recreation Department, strives to provide recreational opportunities and activities for every demographic group in the Town. We participated in a good number of activities in 1995; amongst which were the Annual Fishing Derby, Judging Floats in the Holiday Parade, working with various Town officials and boards to identify and obtain additional recreational land, working with the School Department to conduct a survey of recreational needs in the town and undertaking the task of creating a Recreational Master Plan for the Town.

The Committee, which consists of a wonderful group of active, caring citizens, meets monthly to strategize our activities, monitor and continually evaluate current recreational programs and provide a leadership role in the Town relative to recreational issues.

We are very proud of the progress this Committee continues to make in our ongoing effort to improve the quality of life for all Salem's active citizens. We invite you to attend a meeting and share your ideas with us.

Thanks go to Sandra Roulston, the Board of Selectmen's representative, and to Fred Kruse, the School Board's representative to our Committee, for their contributions.

Respectfully Submitted,

Stephen P. Kniaz
Chairman

TRUSTEES OF TRUST FUNDS



Harley Featherston, Terrace Gerlich, Thomas Eden

The Trustees of Trust Funds are authorized by NH State Statute to invest and manage funds which have been given, appropriated or willed to the Town for various purposes. Trust Funds are held to maintain cemetery plots, purchase library or educational material, and scholarships, to mention a few.

There are also Capital Reserve Funds which are appropriated for road improvements, school district improvements or purchase of capital equipment. The day-to-day management of these funds has been performed by First NH Investment Services in Nashua since April 1994.

If you have any questions or suggestions, please contact the Trustees at the Municipal Office Building.

Respectfully submitted,

Harley Featherston
Chairman

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1995

Date of Creation	NAME OF TRUST FUND List first those trusts invested in a common trust fund	PURPOSE OF TRUST FUND	HOW INVESTED Whether bank deposits, Stocks, bonds, etc. (if Common trust - So state)	Org Bal	PRINCIPAL			INCOME			TOTAL			
					Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Capital Gain Dividends	Balance End Year	Balance Beginning Year		Earned During Year	Expended During Year	Balance End Year
	NON-EXPENDABLE TRUST FUNDS:													
	A & O Hall	Flowers			\$296,732		(\$0.96)	\$0.37	\$296,141	\$19,520	\$18,846	\$21,022	\$17,343	\$313,848
	Adelman, Nemo Sch	Scholarship			3,443,639		(11.12)	4.26	3,436,777	226,367	218,706	234,995	201,278	3,648,079
	Alice R. Duin	Flowers			3,771,503		(12.18)	4.67	3,763,988	1,384,379	319,156	25,443	1,878,091	5,642,079
	Ana B. Taylor	Flowers			148,390		(0.96)	0.18	148,095	9,921	9,424	10,511	8,674	156,769
	Annie B. Stevens	Flowers for Lot			296,771		(0.96)	0.37	296,179	19,521	18,848	21,023	17,346	313,525
	B Howard/E Smith	Flowers			98,901		(0.32)	0.12	98,704	6,506	6,281	7,001	5,787	104,491
	Bailey, John	Books for Library			49,441		(0.16)	0.06	49,342	3,322	3,140	3,500	2,892	52,234
	Bicent Scholarship	Scholarship			2,104,710		(6.80)	2.60	2,100,516	138,446	133,669	149,096	123,019	2,223,535
	Blodgett Clark	Cemetery Lot Maint			8,598,629		(27.77)	10.64	8,581,496	397,297	347,983	640,976	304,304	9,083,860
	C Cross/W Priest	Flowers			1,974,229		(6.39)	2.45	1,974,229	130,213	125,633	140,136	115,620	2,089,849
	Cemetery	Perpetual Care			148,390		(0.96)	0.18	148,095	9,921	9,424	10,511	8,674	156,769
	Cemetery Fund	General Maintenance			70,602,094	8,905.02	(228.03)	87.35	70,566,433	41,590,156	4,454,466	4,205,262	4,009,360	83,465,799
	Chas A Quimby	Flowers for Lot			1,681,311		(6.43)	2.08	1,677,961	110,596	106,779	119,103	98,773	1,776,234
	Chas McLaughlin	Lot Care			171,059,292		(552.48)	211.63	170,718,442	11,252,190	10,863,891	12,118,275	9,997,806	180,716,248
	Clarence J. Sylvan	Flowers			989,243		(0.32)	0.12	987,272	65,072	62,827	70,079	57,820	1,045,092
	Clarence Cameron	Flowers			98,891		(0.32)	0.12	98,694	6,505	6,281	7,001	5,785	104,479
	Clifton L. Silver	Flowers			593,512		(1.92)	0.73	592,329	39,011	37,694	42,045	34,690	627,019
	Clyde R. Coolidge	Flowers			98,891		(0.32)	0.12	98,694	6,505	6,281	7,001	5,785	104,479
	Counce/Pate Area	Books for Library			197,811		(0.64)	0.25	197,417	13,012	12,563	14,012	11,564	208,981
	Edna H. Pettigall	Flowers			429,344		(1.39)	0.53	428,488	28,242	27,867	30,414	25,096	453,584
	Emeth Taylor	High School Support			197,811		(0.64)	0.25	197,417	13,012	12,563	14,012	11,564	208,981
	Flowers	Annual Scholarship			13,920,446		(41.96)	17.22	13,892,708	3,435,508	1,034,225	1,082,439	3,387,084	17,279,792
	G Burkhardt	Flowers			296,682		(0.96)	0.37	296,091	19,515	18,842	21,012	17,345	313,436
	G P Henderson	Flowers			296,751		(0.96)	0.37	296,160	19,521	18,847	21,012	17,345	313,505
	Gertrude Silver	Flowers			197,811		(0.64)	0.25	197,417	13,012	12,563	14,012	11,564	208,981
	Harold J. Rolfe	Flowers			296,682		(0.96)	0.37	296,091	19,515	18,842	21,012	17,345	313,436
	Howard Smith	Flowers			296,672		(0.96)	0.37	296,081	19,515	18,841	21,012	17,344	313,425
	J & T Consoli	Flowers			296,741		(0.96)	0.37	296,150	19,520	18,846	21,022	17,344	313,494
	John McVoy	Public Improvements			18,724,150		(272.03)	85.05	18,680,435	1,249,556	1,206,440	1,345,238	1,110,265	20,068,613
	Lot Care	Case of Noddy			48,714,150		(272.03)	85.05	48,610,435	4,522,720	3,246,115	4,470,239	4,018,046	72,628,481
	Lancaster	Flowers			2,472,379		(7.99)	3.06	2,467,453	350,378	168,207	365,780	351,806	2,822,259
	Lancaster Fd	Selections's Disc			98,438,781		(317.93)	121.79	98,245,633	7,869,537	6,802,020	6,802,020	7,399,121	105,642,524
	Spelling B	Spelling Bee Prizes			2,003,278		(6.48)	2.48	2,001,282	131,528	127,356	142,083	117,211	2,118,495
	Laura Taylor	Flowers			197,811		(0.64)	0.25	197,417	13,012	12,563	14,012	11,564	208,981
	M Jangun	Flowers			296,781		(0.96)	0.37	296,189	19,522	18,849	21,023	17,348	313,537
	Madeline A. Little	Salem Elm Book Books			2,967,069		(9.58)	3.67	2,961,157	195,172	188,437	210,192	173,417	3,134,574
	Margaret Guney	Flowers			296,741		(0.96)	0.37	296,150	19,520	18,846	21,022	17,344	313,494
	Mario Bucheri	Item Site Care			247,232		(0.80)	0.31	246,740	16,263	15,702	17,512	14,453	261,193
	McClary Teller Fund	Upset of Salem Cr Com			5,167,147		(11.44)	4.78	5,155,603	308,178	304,608	323,807	323,259	5,485,408
	Monroe	School Support			5,530,799		(11.44)	4.78	5,519,779	363,813	351,238	391,813	373,239	5,913,028
	R Noyes	Flowers			738,477		(2.39)	0.91	737,006	46,577	46,960	52,309	43,168	785,174
	S L Rogers	Flowers for Lot			296,751		(0.96)	0.37	296,160	19,521	18,847	21,012	17,345	313,505
	S L Rogers	Flowers for Lot			49,441		(0.16)	0.06	49,342	3,322	3,140	3,500	2,892	52,234
	S L Rogers	Flowers			49,441		(0.16)	0.06	49,342	3,322	3,140	3,500	2,892	52,234
	S & T Roberts	Flowers			197,811		(0.64)	0.25	197,417	13,012	12,563	14,012	11,564	208,981
	Salem Hat Com	Hat Dat Imp			26,897,201		(86.86)	33.27	26,838,616	5,754,899	1,945,432	155,091	7,549,151	34,383,856
	School Prize	Scholarship Medalia			552,045		(1.78)	0.68	550,945	491,902	62,209	4,959	549,151	1,100,096
	Serena Hall	Flowers			296,732		(0.96)	0.37	296,141	19,520	18,846	21,022	17,343	313,484
	Sturges-Maxwell	Assist Newly Children			5,002,535		(16.16)	6.19	4,992,567	1,107,394	366,467	29,215	1,484,346	6,477,113
	Sturges-Maxwell	Direct Nurses			23,557,040		(76.08)	29.44	23,510,101	1,598,533	1,496,511	1,675,833	1,377,211	24,887,312
	Wendell W. Westerdale	Flowers			296,732		(0.96)	0.37	296,141	19,520	18,846	21,023	17,348	313,537
	Walter E. Kimball	Flowers			98,901		(0.32)	0.12	98,704	6,506	6,281	7,001	5,787	104,491
	Watts, Donald and Ed	Flowers			293,798		(0.95)	0.36	293,212	18,888	18,633	20,365	17,155	301,369
	TOTAL NON-EXPENDABLE FUNDS													
					\$84,085.57	8,905.02	(1,896.45)	722.61	\$91,826.75	48,463.42	37,705.34	35,685.83	47,482.94	639,590.69

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1995

Date of Creation	NAME OF TRUST FUN List first those trust invest in a common trust fund	PURPOSE OF TRUST FUND	HOW INVESTED Stocks, bonds, etc. (If Common trust - So state)	PRINCIPAL			INCOME				TOTAL			
				Balance Beginning Year	Additional/ New Funds Created	Gains or (Losses) on Sale of Securities	Capital Gain Dividends	Balance End Year	Balance Beginning Year	Earned During Year		Expended During Year	Balance End Year	
	EXPENDABLE TRUST FUNDS:													
	Depot Improvement Trust Fund				238,141.450	84,759.32	0.00	0.00	342,900.770	0.000	18,902.73	18,902.73	0.000	342,900.770
	Performing Arts				2,767.240	(2,245.60)	0.00	0.00	521.640	0.000	202.63	202.63	0.000	521.640
	Selfert Auditorium				4,180.720	1,276.90	0.00	0.00	5,457.620	0.000	306.14	306.14	0.000	5,457.620
	Strategic Plan				5,494.350	1,841.36	0.00	0.00	7,335.710	0.000	402.33	402.33	0.000	7,335.710
	Historic District Maintenance				3,080.130	(735.91)	0.00	0.00	2,344.220	0.000	225.55	225.55	0.000	2,344.220
	Pelham Road				129,323.170	(17,633.48)	0.00	0.00	111,689.690	0.000	9,469.85	9,469.85	0.000	111,689.690
	Sidewalk				3,570.240	193.87	0.00	0.00	3,764.110	0.000	261.44	261.44	0.000	3,764.110
	RT 28 ROAD IMPROVEMENT				0.000	99,112.29	0.00	0.00	99,112.290	0.000	0.00	0.00	0.000	99,112.290
	TOTAL EXPENDABLE FUNDS				406,557.19	166,568.75	0.00	0.00	573,125.95	0.00	29,770.67	29,770.67	0.00	573,125.95
TOTAL COMBINED FUNDS					990,642.87	175,473.77	(1,886.45)	722.61	1,164,952.80	48,663.42	67,476.01	68,456.50	47,682.94	1,217,635.74
	CAPITAL RESERVE FUNDS													
	School District Reconstruction				51,440.760	28,591.36	0.00	0.00	80,032.120	0.000	5,804.08	5,804.08	0.000	80,032.120
	Salem Street				29,614.530	(11,419.85)	0.00	0.00	18,194.680	0.000	3,341.42	3,341.42	0.000	18,194.680
	Pelham Road Improvement				16,145.040	(5,269.47)	0.00	0.00	10,875.570	0.000	1,821.65	1,821.65	0.000	10,875.570
	Road Improvement				451,434.990	(204,418.48)	0.00	0.00	247,016.510	0.000	50,935.58	50,935.58	0.000	247,016.510
	Salem Reevaluation				0.000	136,169.35	0.00	0.00	136,169.350	0.000	0.00	0.00	0.000	136,169.350
	Salem Recreation Land				0.000	5,187.40	0.00	0.00	5,187.400	0.000	0.00	0.00	0.000	5,187.400
	Fire Fighting Apparatus				0.000	190,863.29	0.00	0.00	190,863.290	0.000	0.00	0.00	0.000	190,863.290
	TOTAL CAPITAL RESERVES				548,635.12	139,703.60	0.00	0.00	688,338.92	50.00	\$61,902.73	\$61,902.73	\$0.00	\$68,338.92
	TOTAL ALL FUNDS					\$1,539,279.19	\$315,177.37	(\$1,886.45)	\$722.61	\$1,853,291.72	\$48,663.42	\$129,378.74	\$130,359.23	\$47,682.94

#	Shares or Units	HOW INVESTED	DESCRIPTION OF PRINCIPAL	PRINCIPAL					Balance Beginning Year	Additional Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expanded During Year	Balance End Year	Principal & Income
				Balance Beginning Year	Additional Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year									
NON-EXPENDABLE FUNDS																	
35,000		8.55%	Student La Aid Assn	\$34,650.00	\$0.00	\$550.00	\$35,000.00	\$0.00	\$5,992.50	\$1,486.25	\$4,488.75	\$0.00	\$0.00	\$0.00			\$0.00
20,000		9.50%	US Treasury Note	21,448.13	0.00	(1,418.13)	20,000.00	0.00	1,900.00	1,900.00	3,800.00	0.00	0.00	0.00			39,698.97
35,000		8.875%	US Treasury Note	37,471.82	0.00	0.00	0.00	37,471.82	3,106.26	3,106.23	3,785.34	2,427.15					38,889.97
25,000		7.875%	US Treasury Note	27,817.86	0.00	0.00	0.00	27,817.86	1,968.76	1,968.76	0.00	0.00	0.00	0.00			31,735.38
30,000		6.13%	Ford Motor Credit	33,862.97	0.00	0.00	0.00	33,862.97	2,887.50	2,887.50	0.00	0.00	0.00	0.00			39,642.97
25,000		9.25%	Ford Motor Acc Cp	24,002.14	0.00	0.00	0.00	24,002.14	2,406.26	2,406.26	0.00	0.00	0.00	0.00			34,864.66
15,000		7.00%	Gen Motors Acc Cp	15,753.23	0.00	0.00	0.00	15,753.23	1,590.00	1,590.00	0.00	0.00	0.00	0.00			17,835.23
15,000		9.00%	Philip Morris	17,387.44	0.00	0.00	0.00	17,387.44	1,350.00	1,350.00	0.00	0.00	0.00	0.00			20,287.44
40,000		8.875%	Union Pacific CV	40,103.23	0.00	(103.23)	40,000.00	0.00	3,550.00	3,550.00	6,212.50	0.00	0.00	0.00			0.00
0		6.25%	Browning-Ferris CV	8,152.00	0.00	0.00	0.00	8,152.00	375.00	0.00	0.00	0.00	0.00	0.00			0.00
0		13.25%	Xerox Corp	9,010.14	0.00	0.00	0.00	9,010.14	4,637.50	0.00	0.00	0.00	0.00	0.00			0.00
26,849.29		7.75%	Fed Farm Cn Bldg	31,666.11	0.00	0.00	3,475.18	28,038.61	1,702.78	0.00	1,702.76	0.02	0.00	0.00			32,935.91
31,170.03		7.75%	Fed Home Loan Mfg	31,300.65	0.00	0.00	2,051.92	29,423.87	3,459.13	2,662.48	0.00	0.00	0.00	0.00			35,544.68
22,602.63		8.00%	GNAIA Pool 7083	29,492.24	0.00	0.00	6,963.19	22,546.28	3,999.48	2,532.64	0.00	0.00	0.00	0.00			28,162.50
22,602.63		9.00%	GNAIA Pool 3462	29,492.24	0.00	0.00	6,963.19	22,546.28	3,999.48	2,532.64	0.00	0.00	0.00	0.00			28,162.50
160			AT & T Corp	8,389.75	0.00	0.00	0.00	8,389.75	36.30	211.20	0.00	0.00	0.00	0.00			8,837.25
0			AT & T Equity Income Fund	8,389.75	0.00	0.00	0.00	8,389.75	36.30	211.20	0.00	0.00	0.00	0.00			9,151.25
227			Abbot Labs	6,307.49	0.00	0.00	0.00	6,307.49	167.88	188.14	0.00	0.00	84.04	0.00			6,559.51
115			Alcoa Corp	5,560.25	0.00	0.00	0.00	5,560.25	28.18	116.16	0.00	0.00	354.12	0.00			5,944.59
0			Altria Corp	7,899.38	0.00	0.00	0.00	7,899.38	121.32	0.00	121.32	0.00	0.00	0.00			8,020.70
275			Alltel Corp	4,145.85	0.00	0.00	0.00	4,145.85	151.70	211.40	0.00	0.00	264.00	0.00			4,511.95
263			Archer Daniels Midland Co	4,650.80	0.00	0.00	3,926.46	0.00	0.00	6.25	6.25	0.00	0.00	0.00			5,116.50
100			Amstar Corp	5,044.50	0.00	0.00	0.00	5,044.50	3,827.25	72.00	0.00	0.00	88.00	0.00			5,935.25
180			Automatic Data	3,605.11	0.00	0.00	0.00	3,605.11	19.00	19.00	0.00	0.00	2.00	0.00			6,024.11
175			Avary Denim	8.00	0.00	0.00	0.00	8.00	59.06	10.00	59.06	0.00	0.00	0.00			6,092.06
125			Biochem Corp	4,735.62	0.00	0.00	0.00	4,735.62	107.00	101.00	0.00	0.00	208.00	0.00			4,943.62
228			Capital Holding Co Provident Corp	0.00	0.00	0.00	0.00	0.00	0.00	98.40	0.00	0.00	98.40	0.00			5,151.62
180			Chevron Corp	7,822.13	0.00	0.00	0.00	7,822.13	128.89	346.56	0.00	0.00	471.39	0.00			8,293.52
100			Clorox Co	5,622.50	0.00	0.00	0.00	5,622.50	41.00	202.00	0.00	0.00	202.00	0.00			5,824.50
100			Colgate Palmolive	5,710.00	0.00	0.00	0.00	5,710.00	35.00	176.00	0.00	0.00	176.00	0.00			5,926.00
200			Dow Chemical	5,998.00	0.00	0.00	0.00	5,998.00	32.00	226.00	0.00	0.00	226.00	0.00			6,224.00
250			Dynalene Power	9,270.63	0.00	0.00	0.00	9,270.63	45.50	210.00	0.00	0.00	210.00	0.00			10,275.00
175			Federal National Mfg	6,213.75	0.00	0.00	0.00	6,213.75	0.00	153.00	0.00	0.00	153.00	0.00			6,366.75
75			Federal National Mfg Assn	9,388.13	0.00	0.00	0.00	9,388.13	103.50	77.50	0.00	0.00	181.00	0.00			9,556.13
225			First Union Corp	2,996.88	0.00	0.00	0.00	2,996.88	17.50	72.50	0.00	0.00	90.00	0.00			3,086.88
125			Fluor Corp	5,967.76	0.00	0.00	0.00	5,967.76	236.16	289.96	0.00	0.00	505.12	0.00			6,472.88
82			General Electric	8,646.25	0.00	0.00	0.00	8,646.25	10.00	139.50	0.00	0.00	149.50	0.00			8,795.75
150			Granger V.W. Inc	5,307.75	0.00	0.00	0.00	5,307.75	43.75	173.00	0.00	0.00	216.75	0.00			5,523.50
170			Halliburton Co	5,797.90	0.00	0.00	0.00	5,797.90	35.00	134.00	0.00	0.00	169.00	0.00			5,961.90
120			Hershey Foods	4,829.75	0.00	0.00	0.00	4,829.75	19.25	22.00	0.00	0.00	41.25	0.00			4,971.00
172			Intel	5,748.75	0.00	0.00	0.00	5,748.75	40.00	105.89	0.00	0.00	145.89	0.00			5,894.64
175			Interpublic Group of Cos	5,895.00	0.00	0.00	0.00	5,895.00	0.00	17.60	0.00	0.00	17.60	0.00			5,912.60
200			Minor Case Inc	4,154.01	0.00	0.00	0.00	4,154.01	119.18	131.57	0.00	0.00	250.75	0.00			4,404.76
118			May Dept Stores	7,462.50	0.00	0.00	0.00	7,462.50	65.64	65.64	0.00	0.00	80.64	0.00			7,543.14
130			McDonalds Corp	6,007.00	0.00	0.00	0.00	6,007.00	0.00	0.00	0.00	0.00	0.00	0.00			6,007.00
77			MetLife Corp	5,969.50	0.00	0.00	0.00	5,969.50	0.00	0.00	0.00	0.00	0.00	0.00			5,969.50
100			Motorola Inc	5,614.00	0.00	0.00	0.00	5,614.00	138.80	259.20	0.00	0.00	398.00	0.00			6,012.00
200			Norwest Corp	6,678.00	0.00	0.00	0.00	6,678.00	122.40	138.80	0.00	0.00	261.20	0.00			6,939.20
180			Paramount Pictures	6,722.50	0.00	0.00	0.00	6,722.50	115.00	115.00	0.00	0.00	115.00	0.00			6,837.50
130			Paramount Pictures	2,964.00	0.00	0.00	0.00	2,964.00	43.83	186.23	0.00	0.00	230.06	0.00			3,194.06
290			Supervalu, Inc	7,559.75	0.00	0.00	0.00	7,559.75	195.75	225.50	0.00	0.00	421.25	0.00			7,981.00
110			TRW Inc	9,003.88	0.00	0.00	0.00	9,003.88	76.00	46.00	0.00	0.00	122.00	0.00			9,125.88
145			Tranco Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			0.00
325			Wallace Computer Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			0.00
65			Warner Lambert Co	0.00	0.00	0.00	0.00	0.00	39.65	0.00	39.65	0.00	0.00	0.00			65.00
2,332.899			Zum Industries Inc	15,000.00	0.00	0.00	0.00	15,000.00	178.20	139.86	17.00	0.00	139.86	0.00			30,139.86
0			T Rowe Price Intl Stock Fd	43,377.61	0.00	0.00	2,112.29	41,265.32	8,780.05	3,874.47	12,654.52	0.00	0.00	0.00			41,265.32
Total Non-Expendable Funds				\$584,085.57	\$123,156.65	(\$1,886.45)	\$113,529.34	\$591,626.73	\$48,663.42	\$37,702.34	\$18,682.02	\$47,887.94	\$639,509.67				

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1995

# Shares or Units	HOW INVESTED		PRINCIPAL				INCOME		Balance End Year	TOTAL Principal & Income
	DESCRIPTION OF PRINCIPAL		Balance Beginning Year	Additional/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year		
		EXPENDABLE FUNDS								
		DEPOT IMPROVEMENT								
		US Treasury Bill	94,866.67	0.00	0.00	94,866.67	0.00	0.00	5,133.33	5,133.33
	due	Cash & Cash Equivalents	163,724.78	179,623.99	0.00	0.00	342,308.77	0.00	12,055.08	12,055.08
		PERFORMING ARTS	258,141.45	0.00	0.00	2,245.60	521.64	0.00	69.99	69.99
		Cash & Cash Equivalents	2,767.24	0.00	0.00	0.00	521.64	0.00	0.00	0.00
		SEIFERT AUDIT	2,767.24	1,276.99	0.00	0.00	5,457.62	0.00	273.48	273.48
		Cash & Cash Equivalents	4,180.72	0.00	0.00	0.00	5,457.62	0.00	0.00	0.00
		STRATEGIC PLAN	5,493.35	1,841.36	0.00	0.00	7,335.71	0.00	371.04	371.04
		Cash & Cash Equivalents	5,494.35	0.00	0.00	0.00	7,335.71	0.00	0.00	0.00
		HISTORICAL DISTRICT	3,080.13	0.00	0.00	735.91	2,344.22	0.00	159.14	159.14
		Cash & Cash Equivalents	3,080.13	0.00	0.00	0.00	2,344.22	0.00	0.00	0.00
	due	PELHAM ROAD	47,433.33	0.00	0.00	47,433.33	0.00	0.00	2,566.67	2,566.67
		US Treasury Bill	81,892.81	29,799.85	0.00	0.00	111,692.66	0.00	5,773.68	5,773.68
		Cash & Cash Equivalents	125,323.17	0.00	0.00	0.00	111,689.69	0.00	0.00	0.00
		SIDEWALK	3,570.24	193.87	0.00	0.00	3,764.11	0.00	0.00	0.00
		Cash & Cash Equivalents	3,570.24	0.00	0.00	0.00	3,764.11	0.00	0.00	0.00
		RT 28 ROAD IMPROVEMENT	0.00	99,112.29	0.00	0.00	99,112.29	0.00	3,368.26	3,368.26
		Cash & Cash Equivalents	0.00	0.00	0.00	0.00	99,112.29	0.00	0.00	0.00
		TOTAL EXPENDABLE FUNDS	486,557.40	311,850.26	0.00	145,281.51	573,116.05	0.00	29,770.67	29,770.67
		TOTAL COMBINED FUNDS	999,642.87	435,006.91	(1,886.45)	258,810.55	1,164,951.78	48,663.42	67,476.91	67,482.94
		CAPITAL RESERVE FUNDS								
		SCHOOL DISTRICT RECONSTRUCTION								
		Cash & Cash Equivalents	51,449.76	28,591.36	0.00	0.00	80,041.12	0.00	3,591.36	3,591.36
		SALEM STREET	51,449.76	0.00	0.00	11,419.85	18,194.68	0.00	1,554.82	1,554.82
		Cash & Cash Equivalents	29,614.53	0.00	0.00	0.00	18,194.68	0.00	0.00	0.00
		PELHAM ROAD	16,145.04	0.00	0.00	5,269.47	10,875.57	0.00	843.60	843.60
		Cash & Cash Equivalents	16,145.04	0.00	0.00	0.00	10,875.57	0.00	0.00	0.00
		ROAD IMPROVEMENT	531,324.52	0.00	0.00	204,418.48	245,201.51	0.00	44,744.03	44,744.03
		Cash & Cash Equivalents	451,434.99	0.00	0.00	0.00	247,016.51	0.00	0.00	0.00
		SALEM REVALUATION	0.00	136,169.35	0.00	0.00	136,169.35	0.00	4,919.35	4,919.35
		Cash & Cash Equivalents	0.00	0.00	0.00	0.00	136,169.35	0.00	0.00	0.00
		IRE-FIGHTING APPARATUS	0.00	190,863.29	0.00	0.00	190,863.29	0.00	6,062.17	6,062.17
		Cash & Cash Equivalents	0.00	0.00	0.00	0.00	190,863.29	0.00	0.00	0.00
		SALEM RECREATION LAND	0.00	5,187.40	0.00	0.00	5,187.40	0.00	187.40	187.40
		Cash & Cash Equivalents	0.00	0.00	0.00	0.00	5,187.40	0.00	0.00	0.00
		TOTAL CAPITAL RESERVE FUNDS	548,033.32	360,811.40	0.00	211,107.80	688,939.92	0.00	61,902.73	61,902.73
		TOTAL FUNDS	1,537,776.19	795,818.31	(1,886.45)	479,918.35	1,853,291.70	48,663.42	129,378.74	130,359.22
		TOTAL								47,482.94
		TOTAL								1,980,974.64

ZONING BOARD OF ADJUSTMENT



*Standing: Joseph Scionti, Edward Huminick, Edgardo Umali, Rosemarie Hartnett;
seated: Edward Suffern, Philip DeRosa, Gerald Forcier; missing: Frank Champoux
John Doyle, Jonathan McNeal, Catherine Barrett*

The Board of Adjustment is comprised of five regular and five alternate members who are appointed by the Board of Selectmen.

The Building Department acts as the Board's agent in determining which citizen requests, whether for building or use, do not conform to the Salem Zoning Amendments. These cases of non-conformity are presented to the Board of Adjustment as either variance requests or special exceptions for acceptance or denial. In some cases stipulations may be applied. The Board of Adjustment also renders decisions regarding appeals of building official decisions.

The actions of the Board of Adjustment are mandated by both State RSA's and the Salem Town Ordinance. The Board of Adjustment's decisions are based on the criteria set forth for either a variance or special exception depending on the request presented.

During 1995, the Board of Adjustment deliberated on twenty-six commercial and thirty-three residential petitions. Thirty-eight of those were granted by majority vote while nineteen were denied. Two were withdrawn prior to being heard. The Board of Adjustment normally hears petitions the first Tuesday of each month and renders decisions the same evening. The Board is televised on local cable channel 38.

As chairperson of the Board of Adjustment, I am fortunate to have knowledgeable and caring board members to work with through the year. It is also my good fortune to have Rosemarie Hartnett of the Building Department as a diligent and thorough resource person.

I would also like to thank past members for their unselfish and dedicated service over the last several years including William Pry, Edith DesRosiers, Keith DeSantis and Kelly O'Neil.

Respectfully submitted,

Philip DeRosa
Chairperson

Reports from.....

T O W N

D E P A R T M E N T S

A N D

S A L E M

D I S T R I C T

C O U R T

TOWN MANAGER

The accomplishments of the Town in 1995 are detailed in the report of the Board of Selectmen, as well as the reports of various Town Departments. These accomplishments are due to the dedicated efforts of the Board of Selectmen, the Town's Boards, Committees, and Commissions, and the men and women of all Town Departments that provide the services to our community. Many of the priorities previously established in 1994 by the Board of Selectmen were completed during 1995. The Board of Selectmen continues to work with the Town staff establishing additional priorities that will continue to provide Salem with a positive future.

The March 1995 Town Meeting approved the \$325,000 bond appropriation to construct a salt and equipment storage shed allowing the Town to stockpile salt and sand, and to provide shelter for Town snow removal equipment from deteriorating elements. To meet Massachusetts recycling mandates, 1995 Town Meeting also approved a \$980,000 bond for the design and construction of an addition to the solid waste transfer station. The solid waste transfer station opened in early 1996 and is fully operational. Passed at the 1994 Annual Town Meeting, the Water Treatment Plant at Canobie Lake was completed in 1995 and now brings the Town of Salem into compliance with the Federal Safe Drinking Water Act.

1995 saw the continuation of the six-year capital improvement program which is one of the community's most important physical and financial planning tools. The Town Road Improvement Program continued with the reconstruction of Millville Street (from Lake Street to Bluff Street), Bridge Street, and Atkinson Road and the paving of several roads.

Salem faced many issues and challenges in 1995. The most significant challenge was providing an adequate water supply. Little precipitation during the past two years contributed to a severe drought and water shortage in 1995. The Town reviewed several options to supplement and preserve the Town's main water source, Canobie Lake. The Town supplemented its water supply by purchasing water from the Town of Methuen. Residents and businesses were requested to conserve water and ultimately, a ban on new water connections was enacted. This ban is still in effect.

A special town meeting in December approved the bond appropriation for construction of a water treatment plant at Turner Well. With State approval, the well was turned on in December to increase the water supply. But, due to excessive iron causing rust problems in the water, the well was turned off in late January 1996. The Town also proposed the installation/construction of a water pipeline at Arlington Pond to Canobie Lake. That effort was delayed until Town Meeting 1996 to allow time to settle on a design and better inform voters.

The Town petitioned the State of New Hampshire to lower the intake valve at Canobie Lake to allow more water to be drawn from the lake. With the increased precipitation at the end of 1995 and the projection of significant snow fall in the winter of 1996, the Town requested the State to delay voting on the Town's petition to lower the intake valve.

The Town operates through the services of many fine and dedicated volunteers and employees. It has been my pleasure to work with the residents, businesses, and staff in Salem since my appointment in April 1995. I would like to take this opportunity to extend my appreciation to all of Salem's volunteers and employees. The Town is prepared to meet whatever issues and challenges arise in 1996.

Respectfully submitted,

Stephen J. Daly
Town Manager

ASSESSING DEPARTMENT

SUMMARY INVENTORY

	<u>1994</u>	<u>1995</u>
Land	222,575,720	224,988,870
Buildings	546,267,220	555,979,720
Utilities	<u>8,084,300</u>	<u>7,975,500</u>
TOTAL GROSS VALUATION	776,927,240	788,944,090
 Elderly Exemptions	 4,676,200	 4,703,100
Blind Exemption	<u>150,000</u>	<u>195,000</u>
TOTAL NET VALUATION	772,101,040	784,045,990
 Taxes Before Veterans Exemptions	 4,798,594	 35,768,178
Minus Veterans Exemption	<u>197,300</u>	<u>191,900</u>
NET PROPERTY COMMITMENT	34,601,294	35,576,278
 TAX RATE	 45.07	 45.62
 TOTAL CURRENT USE ACREAGE	 2,284.38	 2,230.93
TOTAL FULL VALUE	5,702,640	5,459,550
ASSESSMENT UNDER CURRENT USE	143,000	145,500
ASSESSMENT REDUCTION DUE TO CURRENT USE	5,559,640	5,314,050

Respectfully Submitted,

Normand Pelletier, CNHA
Chief Assessor

BUILDING DEPARTMENT

During 1995, the Building Department issued a total of 2,413 building, electrical and plumbing/gas permits for an estimated construction cost of 29,802,110 which resulted in \$127,964.12 in revenue from permit fees.

Construction of single family dwellings continues to remain high. We issued 104 permits during 1995 for single family dwellings with an overall average of 104 permits annually for single family dwellings over the last 20 years.

The Salem School District had four major constructions projects: a 7,250 sf. addition at the Soule School, a 30,000 sf. addition at the Woodbury School, additions totaling 16,600 sf. at the Fisk School and major renovations at the Haigh School for a total of \$4,643,000 in construction cost with fees waived by the Board of Selectmen.

The Town of Salem constructed a 50'x100' salt shed and a 100'x100' storage building at its Public Works Facility on Cross Street for an estimated cost of \$310,000.

Permits issued for commercial construction resulted in an estimated \$4,675,002 in construction cost and \$23,379.71 in fees. Permits included construction in Industrial Park areas:

4 Northeastern Blvd.
21 Northwestern Drive
33 Northwestern Drive
41 Northwestern Drive

Building shell estimated at \$350,000 construction cost.
10,000 sf. building estimated construction cost of 1,606,942.
11,600 sf. building estimated construction cost of \$500,000.
9,360 sf. building estimated construction cost of \$389,000.

and major construction projects of:

National Tire on Cluff Road	\$350,000 estimated cost
LL&S on Lowell Road	\$120,000 estimated cost
Sullivan Tire on No. Broadway	\$350,000 estimated cost
Wendy's on No. Broadway	\$240,000 estimated cost
Chili's on So. Broadway	\$670,000 estimated cost

Building Department Personnel are dedicated to enforcing all provisions of the BOCA National Building Code, the BOCA National Plumbing Code and the National Electrical Code and we are responsible for inspection of all work done under the permit process to assure the public health, safety and general welfare. We are responsible for enforcing the Town of Salem Zoning Ordinance and we are support staff to the Board of Adjustment which handles variances, special exceptions and appeals.

It is our pleasure to work with you during construction projects or when we can be of assistance to you through zoning or as a source of information.

Respectfully submitted,

Samuel Zannini
Chief Building Official

DEPARTMENT OF ENGINEERING

Mission: "To Provide Essential Professional Engineering Services To The Town."

Salem's Department of Engineering provides engineering expertise in many areas including, but not limited to, the planning and design process; construction management; surveys, maps and records; overseeing private development of public improvements. These activities are affected by financial, legal, ethical, planning, environmental, sociological and political factors. Without professional integrity, good management and attention to proper procedures any of these factors could embroil the town in controversy.

Project highlights of this past year include the completion of the Water Treatment Plant at Canobie Lake; the construction of a Salt Shed and Equipment Storage Facility; and the reconstruction of Bridge Street, Atkinson Road, Millville Street Phase II and Saint Mary's Lane. Additionally this office reviewed 315 site/subdivision plans; 85 septic design reviews; performed 352 septic system inspections; responded to over 4000 telephone messages; interfaced with more than 2000 visitors to our offices and issued 398 various permits.

My sincere appreciation and thanks go to Jim Brown, Senior Engineer; Joe Chamberlain, Senior Engineering Technician; and Shirley Begg, Secretary, for their consistent professional attitude and personal integrity.

Respectfully submitted,

Edward J. Blaine, Jr., P.E.
Director of Engineering

FINANCE DEPARTMENT

The Board of Selectmen reinstituted water service shut-offs for nonpayment of charges during 1995. The Town had not discontinued water service to any of its customers since 1986. During 1995, the Town sent certified notices to 738 of its utility accounts with advance warning of an impending service termination. We actually shut-off 59 services and of those 8 were vacant property. This measure has improved the cash flow for the utility funds as well as provide equitable treatment to all the customers.

The Town of Salem solicited Request for Proposals for financial auditing services during 1995. Four firms submitted proposals and attended an interview session with the selection committee which was comprised of the Town Manager, Finance Director, George Jones (Selectmen's representative) and Harley Featherston (Budget Committee representative). The selection committee's recommendation was to remain with the firm of Plodzick & Sanderson for at least the next three years.

Two bond issues were approved at the 1995 Town Meeting. One was for the expansion of the solid waster transfer station and the second was for the construction of a salt and equipment storage shed located at the Public Works garage. The total amount borrowed was \$1,305,000 with an average interest rate of 5.2481%. In addition, a Special Town Meeting was held in December which authorized the bonding of \$1,000,000 to construct a water treatment plant for the Turner Well.

Respectfully submitted,

Frances A. Bernard
Finance Director

FIRE DEPARTMENT

Salem Fire Rescue is an organization, a team of individuals, competent in the field, committed to providing our customers with top quality customer service. Back in 1993, we developed a mission and philosophy statement. Our mission is to provide fast, clean, friendly, professional Fire Prevention, Fire Suppression, Emergency Medical and Disaster Management Services. Our philosophy statement outlined the "how", the way we go about achieving our mission. It begins with the phrase "Collectively, we are Salem's number one service agency." In 1995, that benchmark was confirmed by the Planning Department's community survey. Survey respondents gave us a 96% approval rating, the highest of all municipal services.

Collectively, our people are using our mission and philosophy to guide their actions. Their decisions, their attitudes, before, during and after fires and ambulance calls go beyond management of the emergency. They embrace, protect and preserve victims, families, property, the environment. Our personnel routinely comfort, care, and show empathy to all of our customers.

Maintaining very high levels of customer service requires efforts on numerous fronts, first and foremost, with our people. The restoration of our Training Division is bringing about uniformity and consistency in service delivery. Two department members are enrolled in the four year National Fire Academy Executive Fire Officer Program. This fast track program is preparing them for increasing levels of responsibility, future leadership of our department. Four individuals are working toward Bachelor Degrees in Fire Administration, two are enrolled in a year long Paramedic Training Program, two of our firefighters have graduated from Officer Candidate School. With outside training and education laying a foundation for future success, our in-service training for 1995 focused on current issues, contributing to our strong customer service success.

Our fleet maintenance division has implemented an aggressive preventative maintenance program, ensuring reliability and controlling downtime and repair costs. Our fire alarm personnel have completed Emergency Medical Dispatch Training, bringing uniformity and consistency to first aid telephone directives.

In February, paramedic service came on line. Our EMS division provided Advanced Life Support on 655 incidents. Hospital transports (1630) continued to increase. Systems, to ensure adequate stocking of supplies, quality reviews of incidents, and continuing in-service training contributed to top notch service delivery.

Our Fire Prevention Division continued to provide very competent and effective code enforcement through inspections, plan reviews and permitting. Our Fire Marshal's success rate with arson convictions is second to none. His efforts, along with the

Salem Police Department send the message. Persons that willful and maliciously burn property in Salem will be convicted. Our Fire Prevention trailer saw its first full year of use. 2000 people learned life long structural fire survival skills.

I take this opportunity to thank our community leaders, our citizens for providing us with the resources that support our people. In 1995, we brought a second heavy duty ambulance on line, upgraded a cardiac monitor/defibrillator, upgraded our portable radios, self contained breathing apparatus and protective firefighting clothing. Engine One, our new \$250,000 heavy duty pumper was placed in service and serves as the work horse of the fleet.

Salem continues to be a growth environment. Our response statistics once again show growth and increasing service demand far exceeding the growth of our operating resources. For the last three years, we've come in under budget. We continued a six year period, void of hiring line personnel.

On behalf of the men and women of your Fire Rescue Department, I conclude this report with our emergency response statistics, our fire prevention division activity and a listing of training subjects undertaken in 1995.

Thank you for your continuing support.

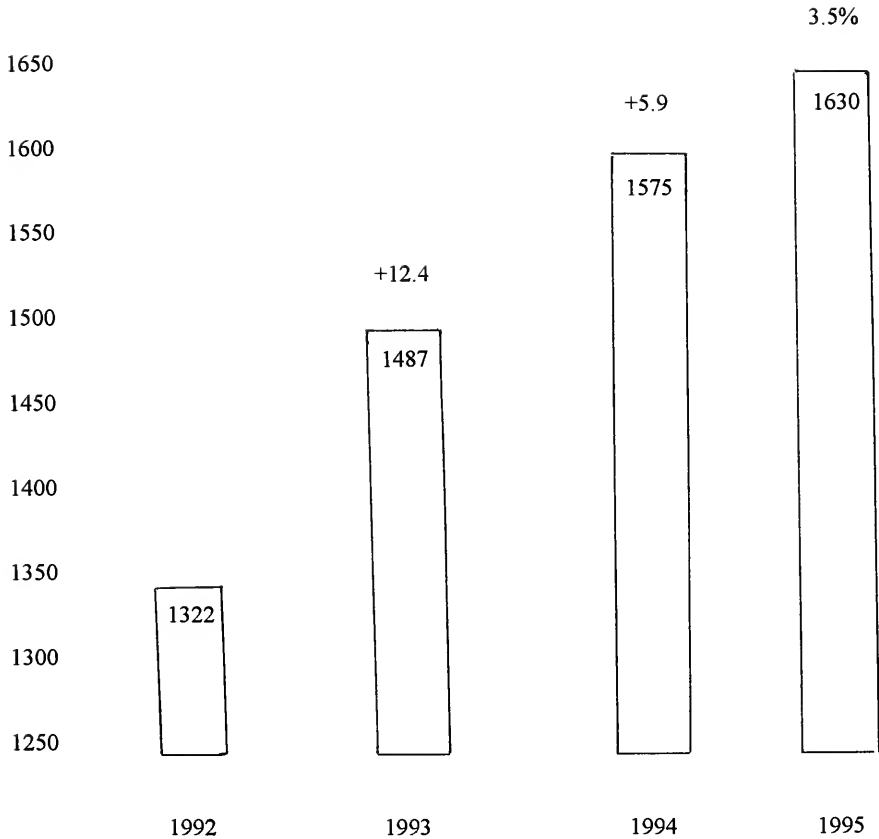
Respectfully submitted,

John R. Nadeau
Fire Chief

Salem Fire Rescue Emergency Response History

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
Fire					
Structure Fires	125	41	48	72	69
Vehicle Fires	66	75	54	82	64
Woods/Grass Fires	162	85	85	125	173
Other Fire Emerg.	245	193	249	216	210
Service Calls	92	108	132	121	114
MVA/Extrication/ Medical Aid	78	417	487	568	675
Fire Alarm Activation	466	436	443	469	519
Malicious False Alarms	32	28	18	28	43
Mutual Aid	38	33	32	23	28
Hazardous Materials	<u>72</u>	<u>63</u>	<u>77</u>	<u>99</u>	<u>85</u>
TOTALS	1,377	1,479	1,625	1,803	1,980
EMS					
Rescue 1 (Central)	1,211	1,125	1,283	1,280	1,481
Rescue 2 (North)	237	241	309	314	346
Rescue 3 (South)	<u>256</u>	<u>421</u>	<u>439</u>	<u>530</u>	<u>607</u>
TOTALS	1,804	1,787	2,031	2,124	2,434
Combined Fire/ EMS Responses	3,181	3,266	3,656	3,927	4,414

Salem Fire Rescue
Ambulance Transports



ALS Responses 655 = 40%

Emergency Incident History Summary

<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
2928	3031	2813	3117	3309	3458
	3.5%	- 7.2%	+10.8%	+ 6.2%	+4.5%
5 Year Increase = 18.1%					

Fire Prevention Inspection Report

Certificate of Occupancy - Residential	121
Certificate of Occupancy - Commercial	59
Oil Burner	129
Wood Stove	34
Fire Alarm	41
Sprinkler	72
Automatic Extinguishing System	8
LPG Installation	30
Flammable Liquid Installation	9
Construction	19
Compliance	174
Site Plan	92
Building Plan	54
Fire Alarm Plan	23
Sprinkler Plan	33
Auto. Extinguishing System Plan	3
Fire Investigation	18
Complaint	61
Consultation	69
Haz-Mat	1
Public Education	88
Routine Assembly	63
Routine Educational	23
Routine Health Care	4
Routine 1 & 2 Family	8
Routine Mercantile	26
Routine Business	18
Routine Industrial	2
Routine Storage	1
Routine Unusual	2
<hr/>	
TOTAL	1,282

Fire Prevention Permit Summary Report

Assembly	53
Automatic Extinguishing System	7
Blasting	6
Explosives Storage	1
Fire Alarm	54
Fireworks	2
Flammable/Comb. Liquids Installation	6
LPG Installation	17
Oil Burner	132
Sprinkler	75
Underground Tank Removal	19
Wood Stove	34
<hr/>	
TOTAL	406

Salem Fire Rescue Training - 1995

Standard Operating Procedure Review

- ▶ Introduction
- ▶ Concurrence
- ▶ Table of Contents
- ▶ Mission Statement
- ▶ Philosophy Statement
- ▶ Organizational Chart
- ▶ Emergency Response Procedures
- ▶ Incident Command System
- ▶ Fireground Evacuation
- ▶ In House Command
- ▶ Winter Storm Procedures
- ▶ Running Cards
- ▶ Response Clarifications
- ▶ Water Department Liaison
- ▶ Daily Tasks
- ▶ Incident Critique
- ▶ Emergency Welfare Procedures
- ▶ Infectious Diseases
- ▶ Inspection of Turnout Gear
- ▶ Seat Belt Policy
- ▶ Fireground Accountability
- ▶ Ambulance Transports
- ▶ Medical Aid Alarms
- ▶ Boston Med Flights
- ▶ Do Not Resuscitate
- ▶ Dispatch for ALS Ambulance Calls
- ▶ ALS Equipment Check
- ▶ Air Monitors
- ▶ Carbon Monoxide Emergencies

Fireground Operations Training Subjects

- Rural Water Supply
- Basic Rescue Techniques
- Building Collapse (Heavy Construction)
- Rescue from Heights
- Rescue from Elevators
- Trench Collapses
- Water Rescue
- Confined Space Rescue
- Rescue from Below Grade
- Advanced Trench Collapse Rescue
- Building Collapse (Light Construction)
- Urban Search & Rescue Techniques
- Hydrant Operations
- Search and Rescue Techniques
- Overhaul of Structure Fires
- Principles of Fire Attack
- Tactical Considerations
- Developing a Sustained Water Supply
- Operational Principles
- Forcible Entry
- Aerial Apparatus
- Portable Ladders
- Ventilation

Emergency Medical Service Subjects

- EMT Recertification Refresher
- CPR Recertification Refresher
- Defib Recertification Refresher
- ALS Recertification Refresher
- ALS Paramedic Protocol Update
- IV Protocol Update
- IV - Practice Inserting Needles
- BLS - Liabilities in the EMS Service
- BLS - Body System and Trauma Assessment
- BLS - Emergency Medicine Code of Ethics
- BLS - Bleeding and Shock
- BLS - Cardiac Arrest
- BLS - TB & Geriatrics
- BLS - Long Bone Fractures & Splinting
- BLS - The Use of Traction Splints
- BLS - Aircraft Emergencies
- BLS - Below Grade - Trench Rescue
- BLS - NHMA Emergency Vehicle Operations
- BLS- Critical Incident Stress Debriefing
- BLS - Honey Bee Stings
- BLS - Patient History Documentation
- BLS - Vial of Life Program
- BLS - Advanced Life Support Orientation
- BLS - Carbon Monoxide Poisoning
- BLS - Emergency Childbirth
- BLS - NH EMS Laws & Regulations
- BLS - Primary Patient Assessment

- BLS - Soft Tissue Injuries
- BLS - Patient Extrication from Motor Vehicles
- BLS - Motor Vehicle Accidents Involving Air Bags
- BLS - Airway Management
- ALS - Trauma Assessment
- ALS - Cardiovascular System
- ALS - Toxicology, Alcoholism & Drug Abuse
- ALS - ALS-BLS Interface
- ALS - Stress and the Paramedic
- ALS - Endotracheal Tube Intubation

Other Training Subjects

Emergency Operations Center Training
 Hazmat, LNG & LPG Emergency Response
 Hazmat, Carbon Monoxide
 Rural Water Supply
 Pump Test on 1995 Pierce Pumper
 Operations of New Portable Radios
 Petroleum Tanker Fires
 Building Review on Newly Constructed Commercial/Industrial Buildings
 Street Review of Newly Constructed Roads
 Review of Class B Foam System
 Driver Training/Operating Engine 1
 Operating an Environmentally Correct Repair Shop
 Emergency Lights Preventative Maintenance
 Maintenance of Bendix Air Brakes
 Maintenance of Scott Air Packs
 Advanced Life Support for Hazmat Incidents
 Hazmat Incident Management
 Incident Safety Officer
 CAMEO Computer Program
 ALOHA Computer Program
 Principles of Fire Protection
 Executive Development

HEALTH DEPARTMENT

In the fall of 1994, the Salem Health Department was awarded a public health grant under the Year 2000 Health Objectives developed by the U.S. Health and Human Services Department and administered by the N.H. Department of Public Health. Several important projects were completed as well as the acquisition of a personal computer and color printer for the Health Department as a result of the grant.

The Groundwater Reclassification Project was a priority issue in 1995. After nearly three years of surveys, inspections, research and public meetings, a reclassification request package was submitted to the Groundwater Protection Bureau, N.H. Department of Environmental Services.

The Reclassification Request was approved by DES Commissioner Robert Varney on December 4, 1995. The Reclassification Project consists of two parts; the reclassification of the Donigian and Turner Wells and their zones of influence to GAA, the highest level of groundwater protection in N.H. and the reclassification of the Canobie Lake Watershed Area to GA1. Since a large portion of the wellhead and watershed areas are located in the town of Windham, the Salem and Windham Health Officers developed a best management practices compliance inspection program that fulfills the requirements of NH RSA 485-C and that was mutually agreed upon by the Boards of Selectmen in Salem and Windham.

While this program does not locate new water sources, it does provide the highest level of protection for the existing invaluable water resources that benefit residents and businesses in Salem and Windham.

The opening of several new food establishments and the renovation of several other sites has occurred in 1995. Many establishment owners were eager to upgrade their facilities this year and several other sites with outdated and malfunctioning equipment were requested to repair or replace.

In spite of a long, hot, dry summer, no town or association beaches were closed due to high coliform counts. Lake association members have been very cognizant of the duck and excrement problems and subsequent high bacterial counts that develop if the ducks are fed and allowed to occupy docks and the shore.

The Mid-Atlantic Rabies Epidemic carried by raccoons appears to be in check in Salem, perhaps due to a near depletion of raccoons in the area. The epidemic continues to be very active in the northern parts of the state. A rabid bat that managed to get into a home and expose two children, served as a quick reminder that rabies is an extremely dangerous disease, residents should be wary of wild life and bite exposure to high risk animals should be reported to family physicians immediately.

Due to increasing news articles and a problem at a state permitted site in a neighboring town, Salem Chapter 212, Land Application of Septage, Sludge and/or Biosolids was adopted in October. This chapter prohibits the land application of all Class B septage, sludge and biosolids in the town of Salem. Exceptional Quality Biosolids (Class A) as defined in Federal Regulations 40 CFR Section 503 can be land applied. The number of complaints state wide recently prompted the NH Department of Environmental Services to adopt emergency rules to regulate these operations, so we will be hearing a lot more on this topic.

This has been a very busy year and the implementation of the Groundwater Protection Program guarantees that 1996 will also be a banner year! As always, citizen input and comments are welcomed.

Respectfully submitted,

Suzanne B. Doucette
Health Officer

HUMAN RESOURCES DEPARTMENT

The Human Resource Department (Personnel) once again consisted of Personnel Assistant Anne K. Priestley and senior volunteer Pat Kimball. The position of Personnel Director has been vacant for well over a year. Although being shorthanded, the department ran smoothly. The department mission is to provide quality human resource services to the Town, its employees and residents. We aim to hire the most qualified candidates to fill vacancies. I would like to express my sincere appreciation to the Town Employees for their support and encouragement during this past year. It has been my pleasure to serve the Town of Salem.

Respectfully submitted,

Anne K. Priestley
Personnel Assistant

HUMAN SERVICES DEPARTMENT

Salem's Town Welfare Department provides temporary assistance for food, heat and utilities, shelter and other necessities to residents who have no other resources to get them through difficult times or crises. The unemployment rate decreased again for the second year in New Hampshire and in Salem in 1995. As the unemployment rate decreased so did need and the number of households applying for assistance. The Town assisted 240 households in 1995, approximately 550 individuals. Last year we had assisted 260 households. The budgetary cost for General Assistance in 1995 was \$124,000. The Town Welfare Department was under budget by over \$18,000 in the General Assistance Account. In 1995 reimbursements from past aid provided \$24,314. In addition the Town had clients participate in its Work Program. The Work Program is a program where welfare recipients are put to work in various Town departments to repay the Town.

We also want to thank the groups that adopted low income families for Christmas gift giving and those groups that provided Thanksgiving turkeys and/or baskets to needy Salem families. These groups that did such a wonderful job are: Daddy's Junky Music Store, Home Depot, Salem Junior Women's Club, Veteran's of Foreign Wars Post 8546, AmVets, American Legion Post 63, St. Joseph's Regional School and Nursing Services Homecare, Inc.

Respectfully submitted,

Bob Loranger
Welfare Administrator

TOWN FUNDED HUMAN SERVICES

The Town funded the following agencies to help them with their missions in Salem in 1995:

The Salem Visiting Nurses Association (SVNA).

The Salem Nurses received \$45,800 in Town funding in 1995. SVNA is a certified home health agency with a twenty-nine year history of providing home health services to residents of Salem. Their mission is to promote the well-being of townspeople through the provision of skilled home visits, education, and community health clinics. The SVNA is located at 90 Stiles Road, Suite 101. Town support paid for visits that otherwise would not have been made for financial reasons. The Town also helped subsidize people seen at the office for free services including blood pressure, flu shot clinics and health promotions, etc. SVNA has a free childhood immunization clinic and has started a new Well Child Clinic, providing free health care. The clinic is located at Main Street Medical, 141 Main St., and is held every other month. Other services provided by the Agency include clinics for: free blood pressure readings, tuberculosis screening, adult immunizations and information and referral. In 1995 142 Town subsidized clients were served with nursing visits plus 1314 client encounters were provided in a clinic setting.

Greater Salem Caregivers (GSC).

The Greater Salem Caregivers received \$15,000 in Town funding in 1995. GSC provides supportive services, through a network of volunteers to those who are frail, elderly, temporarily or permanently disabled, ill, homebound, and to those individuals with other "special needs". Volunteers provide rides for medical appointments, friendly visits, do errands, chores and minor repairs. Assistance is provided in locating other services, support, and professional care. In 1995 GSC served approximately 290 Salem residents with 3,000 units of service, primarily for transportation to medical appointments.

A Safe Place/Women's Resource Center/Rape and Assault Center.

These three agencies together received \$3,000 of Town funding in 1995. They provided direct services to battered women and their children including emergency shelter from abuse, a 24 hour crisis intervention hotline, court advocacy in obtaining protective restraining orders, support groups, peer counseling, in-shelter children's program, emergency transportation and referrals to community agencies and resources. These services are crucial if women and children are to be able to make transition out of abusive living situations, and live free from violence. Over 120 contacts were made with over 870 units of services in 1995. Over 570 educational units of services were also provided. A Safe Place opened a drop-in center with part-time hours for the Greater Salem area in 1995. Their local telephone number is #890-6392.

Retired Senior Volunteer Program (RSVP).

RSVP received a \$3,000 Town allocation in 1995. RSVP seeks to provide a recognized role in the community and a meaningful life retirement for older Americans 60 years and over. The RSVP program is people helping people, volunteers

sharing their skills of a lifetime to support their communities. In 1995 Salem's RSVP volunteers contributed over 20,000 hours to 24 non-profit agencies, such as the Salem Boys & Girls Club, SalemHaven Nursing Home, Millville Arms Association, Salem Association for Retarded Citizens, Salem Meals on Wheels, Greater Salem Caregivers, etc.

The Rockingham Visiting Nurse Association/Homemaker Services.

The Rockingham VNA received \$16,000 in Town funding in 1995 to provide Homemaker Services. These services meet needs related to problems of chronic or temporary illness, problems of aging, handicapped conditions, and family stress. Homemaker Services are tailored to the individual clients to assure the most needed task for their household are accomplished. Approximately 95 client visits with over 4,200 units of servicing were made to Salem residents in 1995.

The Rockingham VNA also received \$4,000 in Town funding in 1994 for Hospice Services. Hospice Services are a family centered system of care devised to provide support and practical assistance for those living with terminal illness. Attention is directed at the needs of the family as well as those of the patient. The majority of the services are provided by Hospice volunteers, men and women extensively trained in the care and support of the terminally ill.

Big Brothers/Big Sisters Program.

The Big Brothers/Big Sisters received \$14,500 in Town funding in 1995. The purpose of Big Brothers/Big Sisters is to provide 7-14 year old children from single parent families with consistent, one-to-one long term relationships with capable, caring adult volunteers. The program seeks not only to prevent problems but to promote healthy growth and development of boys and girls through the friendship and positive role model of a Big Brother/Big Sister. In 1995 there were 35 Little Brothers and Little Sisters matched with Big Brothers and Big Sisters and approximately 50 youths served.

Rockingham County Community Action Program (RCCAP).

RCCAP received \$16,190 in 1995. RCCAP'S mission is to serve the needs of the areas low income residents by assisting them in coping with the hardships of poverty. RCCAP has an outreach office in Salem and provided over \$101,211 of fuel assistance this year. It has also provided Salem residents with other services, WIC Program services, food, crisis assistance, lifeline services to the isolated elderly and handicapped, etc. The total value of services to Salem residents was over \$579,313.

INFORMATION SERVICES DEPARTMENT

Salem's Information Services Department is charged with providing data processing related services to all departments at the Town Hall, the Police Department, the Fire Department, the Public Works Department, the Water Treatment Plant and the Senior Center. These services include the procurement of computer hardware, software, supplies, and training tools. They also include software development, systems and data security, hardware and software training, hardware and software maintenance and technical support to our computer users. The name of our department was changed this year to more accurately reflect the kind of services we provide.

Following is a brief description of the major projects we worked on this year:

1) One of the most time consuming projects we worked on this year was the modernization of the telephone systems throughout town-owned facilities. One integrated telephone system now exists where several unrelated systems used to reside. The goal of this system was to improve communications between the citizens and town departments, to improve internal communications and to reduce overall telephone costs. One of the enhancements was the initiation of direct telephone numbers for each department with answering machines as backup. The entire I.S. department was affected by this implementation over a several month period. Hopefully you will notice this improvement as you do business with the Town by telephone in the future.

2) Another major project was the final implementation of the new "CRIMES" records management software package at the Police Department. This package was 'turned on' in May. Much work was done in the areas of training and in data conversion from the old information system. This software represented a significant change to the internal computer operations of the Department. In addition, we are preparing for the implementation of "Computer Aided Dispatching" at the Police Department in 1996.

3) A project that will have a major affect on the Town's planning capabilities was moved forward in a very significant way this summer. I am referring to the development of a Geographic Information System (GIS). In essence, a GIS is an 'electronic mapping' system. We hired a GIS Project Leader this summer to lead this project. The GIS project has been in a slow development cycle for several years. This staff addition has put the project in high gear. The final product will be a versatile, electronic planning tool that integrates map related information with text based data to form a complete electronic picture of the town's infrastructure.

4) One of the Board of Selectmen's priority items was taken care of this year with the automation of the Sunday Sales Permits. This was a cumbersome, partially manual, partially automated system that needed to be redesigned and reimplemented.

5) The payroll system was modified this year to handle Massachusetts state tax deductions. This change included the electronic filing of tax information to the State of Massachusetts.

6) The I.S. Department was involved in the construction of the new Water Treatment Plant in a limited way. This facility was wired for voice and data as the building was constructed. A local area network was established within the building and a link to the town's central computer system is in the final stages of development.

7) The Utility Department implemented many new procedures associated with the town's new water shut-off policy. These procedures were automated and integrated with the utility billing/collections system. Also, the I.S. Department has been involved in the redesign of the Utility Services Bill. The public will see this new design in 1996. It should be simpler to read and easier to understand.

8) The I.S. department knows just how close the year 2000 is. We have run into the 'two digit vs. four digit year' conflict already in some of our computer applications. We have started to modify our software applications to allow for the four digit year. These applications are the Automobile Registration System, Human Services Client Management System and the Resident Tax System. We will continue to work on this problem as the year 2000 approaches.

9) A major new operating system upgrade was installed in the town's central computer system, the IBM AS/400. This upgrade moves this system forward in the 'open systems' world of computing. Major enhancements were included in the area of PC connectivity to the AS/400. This will be used most notably for the integration of the new Geographic Information System with property data bases on the AS/400.

10) We will be taking delivery of our first document imaging application before year-end 1995. We contracted with a private firm to develop an imaging system on an open PC platform to automate the UCC (Uniform Commercial Codes) Filings in the Town Clerk's office. This project will take what is now a labor intensive manual process and convert it into a computerized one-step process. Internal benefits will include reduced labor requirements, reduced costs, reduced space requirements and better protection of UCC records. The public will benefit by having faster and easier access to UCC records.

11) The I.S. department is leading the charge into the development of a World Wide Web Site for the Town of Salem. Although we have a site available, most of the development of that site will take place in 1996.

The mission of the Information Services Department is to maximize productivity and efficiency through the distribution of automated systems. In that regard, I want to sincerely thank my partners, Karen Landry and Brian Clapp, for doing their part towards the achievement of that goal.

Respectfully submitted,

John A. Bernard
Information Services Manager

PLANNING DEPARTMENT

The Planning Department consists of Planning Director Ross Moldoff and Administrative Secretary Lydia Fortier. The Assistant Planner's position has been vacant since May 1990 due to budgetary constraints. Our first responsibility is administering the Town's planning laws, including zoning, subdivision, site plan, and other regulations. This involves extensive dealings with the public, investigating complaints, reviewing plans and proposals, inspecting sites, working with other staff, and arranging Planning Board meetings. In 1995, the Planning Board met 29 times and reviewed over 90 new plans. Major projects included 9 new subdivisions with a total of over 100 lots, 4 industrial projects on Northwestern Drive, an office building on Northeastern Boulevard, several new or expanded restaurants (Chili's, Wendy's, Sal's Pizza, Samantha's), and 2 auto repair businesses.

We also provide staff support to the Conservation Commission - arranging meetings, reviewing plans and assisting applicants and clerical service to the Health Officer.

Our second major responsibility is long-range planning for the community. This involves updating and implementing the Town's Master Plan, proposing new regulations to control land development, coordinating the preparation of the Capital Improvements Plan, and working on a variety of miscellaneous planning projects. Significant planning activities in 1995 included:

- Preparing a grant application to coordinate traffic signals on a portion of South Broadway.
- Working with a consultant to upgrade our Open Space Preservation Ordinance.
- Preparing a proposal to increase subdivision lot sizes.
- Talking to elementary school students about planning.
- Coordinating tree-planting on North Broadway, made possible by a contribution from Wal-Mart.
- Completing an opinion survey of Salem residents.
- Preparing responses to lawsuits.
- Reviewing the Home Occupation Ordinance drafted by a citizen committee.
- Working with a consultant on an architectural Design Study for the Salem Depot area.
- Working with the Recreation Department on initial plans for a recreation facility on School-owned land on Lowell Road.
- Preparing a report on traffic distribution in the Old Rockingham Road area.
- Testifying on behalf of the Route 111 By-Pass Project.
- Working with the Rockingham Planning Commission on transportation issues.
- Co-Sponsoring the Garden Club's commercial landscaping awards.
- Drafting several zoning amendments to strengthen our land use regulations.

Much of our planning work this year involved trying to manage the impact of the Town's continued growth and development. We urge citizens who are interested in this issue to participate in the planning process by reading the Town's Master Plan and Land Use Controls Book, attending or watching meetings, voicing their opinions in person or by mail, volunteering for subcommittees, or visiting the Planning Department office.

We thank everyone who worked with us in 1995 and we look forward to another productive year in 1996.

Respectfully submitted,

Ross A. Moldoff
Planning Director

POLICE DEPARTMENT

This past year is highlighted by a continued a high case load and strain on resources and personnel. Even while this was evident, the agency was able to expand services in several areas and institute other changes that have improved its overall effectiveness.

PERSONNEL

During 1995 we saw the retirements for medical reasons of Lieutenant Dennis O'Brien after 17 years of service and Sergeant Michael Downing after 11 years of service. Both had unique skills and abilities which now have left a void in the agency. In 1995 we hired Officers Sean Patten, Steven Dorsey and moved Dispatcher/Special Officer John Joy to full-time Officer status to address vacancies and fill a grant position.

Mark Cavanaugh and Mark Pearson were promoted to Sergeants and Robert Tine was elevated to Lieutenant. In addition, we were able to add one additional Detective to our Investigations Unit because of a federal grant that is allowing us to address an extremely high case load that forced us to prioritize investigations and ignore many incidents. Other new employees hired in 1995 include Dispatcher Tracy Decker-Smith, Dispatcher Craig Waldron, and Secretary Jill Edgecomb. We are confident all our new employees will prove to be assets to the agency.

CRIMINAL ACTIVITY

Because of on-going staffing shortages we have had to prioritize many of our duties. One area affected by this decision is the gathering and maintenance of statistics, particularly crime stats. The statistics listed below are limited in scope because of this. In mid-1995 we had one phase of new computer software installed; 1996 will see the second half installed. Following training and implementation of the entire program we are hopeful the computer will do much of the gathering and analysis of criminal trends that cannot be done now.

<u>Part I Crimes</u>	<u>1995</u>	<u>1994</u>	<u>1993</u>	<u>1992</u>	<u>1991</u>
Homicide	1	0	2	1	2
Rape	2	0	5	0	6
Robbery	15	16	30	30	36
Assault	243	204	225	163	206
Burglary	137	173	144	196	186
Larceny	1,106	1,230	1,030	1,014	1,090
Stolen M/V	326	454	329	392	337
Arson	11	4	5	3	7
TOTALS	1,841	2,081	1,770	1,799	1,870

Other areas of interest in our 1995 statistics include:

Motor Vehicle Accidents - Total = 984 as compared to 630 accidents in 1994.

Number of Arrests - (Adult)	1,229	(Juvenile)	369
DWI Arrests	88		
MV Arrests	86		
Number of Summons/Warnings	5,491		
Calls for Service	31,648		
Total Miles Patrolled	420,869		

SERVICES TO THE COMMUNITY

Salem Police Department continues to experience a high level of calls for service which limits our ability to dedicate scarce resources to programs other than respond to calls. We were able to add two new services this year as well as see the return of a police motorcycle.

Through the efforts of several officers we established a Police Bike Patrol that now includes 7 officers and 3 mountain bikes. The summer was one of experimentation on how to best use this tool; officers patrolled all three shifts on bikes as well as taking on specialized assignments.

Another new program was the introduction of a Citizen's Police Academy having police officers instruct on a variety of topics to interested citizens. We would encourage the public to call in to get on the waiting list for future classes, anticipated to be offered several times each year.

Our Goals and Objectives for 1996 seeks to expand our services and you can expect programs that will further the philosophy of Community Oriented Policing and Customer Service.

GOALS AND OBJECTIVES

During 1995 we completed a 33 page "Master Plan" that will guide us in planning and operations over the next five years. In the last month of 1995 we identified a number of directions we wish to pursue in 1996. They include expansion of Crime Prevention programs, developing a Mission and Values Statement, establishing a program to measure our effectiveness in the community, and develop or re-design a number of in-house programs to improve internal operations.

COMMENTARY

1995 was my first full year as Chief of Police. We have used this year for planning a course of action and setting directions for the agency to improve services while better defining the goals we set for ourselves. The employees of the police department have been asked to adjust to a new administrator, new ideas and to adjust to change. This has included new policies, increased demands for performance, and higher expectations. While we all experienced some stress and tension along the way, 1995 proved the employees were up to the demands and often exceeded my expectations. I look forward to what we will be able to achieve for the Town in the coming year. This performance illustrates their professionalism and dedication to duty.

At this time I wish to thank the Town Manager, Board of Selectmen, other department heads and town employees who assisted us in meeting our mission.

Respectfully submitted,

Stephen Mac Kinnon
Chief of Police

DEPARTMENT OF PUBLIC WORKS

DIRECTOR'S REPORT

1995 was an extremely busy one at the Public Works Department. There is a constant increase in the demand for services. Although the first four months of the year were relatively mild, the last two months seemed normal for a New England winter. The lack of snowfall last season, a very dry spring, and a drought during the summer has created a very real concern for the future of the municipal water supplies. The purchase of water from Methuen Ma. And the reactivation of the Turner Well are some of the steps that the Town Government has taken to ease the demand that the water system places on Canobie Lake. With the opening of the Water Treatment Plant, Canobie Lake will continue to be the Town's primary source of clean water for many years to come, but we must have supplemental sources. The Summer construction season saw a continuation of much needed road repairs. The expansion of the trash transfer station is 90% complete and operational, and Mandatory Recycling began in January 1996.

The men and women of this Department will continue to provide the best possible service to the Community that funding will allow.

My sincere gratitude to those employees of this department who on many occasions have gone "ABOVE and BEYOND THE CALL OF DUTY" your dedication to your work is truly appreciated.

Respectfully Submitted,

George W. Sealy
Director of Public Works

ANIMAL CONTROL DIVISION

The year 1995 was once again a busy one for the Animal Control Division, it was a year with only one report of a rabid animal, a bat. This is good news for the Community.

The Animal Control Officer responded to over 2000 Citizen Concerns, the majority of these calls (1257) were reports of dogs running at large. This is an increase of over 200 complaints in 1994. The Animal Control Officer picked up 193 stray dogs and 315 stray cats. The Animal Control Office issued 60 warnings and 58 fines.

As has been the custom for the last few years, the Animal Control Office has worked closely with the Salem Animal Rescue League (S.A.R.L.) which uses the Town's Kennel facility. S.A.R.L. also has "Kitty City" at the Kennel site, off Route 28, which offers cats for adoption. S.A.R.L. uses the Kennel phone number 890-2166 and messages may be left on the Answering Machine for S.A.R.L..

There was a marked increase in Dog Licenses (2292) issued in 1995. This was due in part to State Law changes which requires each Veterinarian to notify the Town Clerk upon vaccinating dogs or cats. Also effective in 1995, the owner or keeper of a dog who fails to license the dog pursuant to RSA 466:1, shall forfeit \$25.00 to the Town Clerk's Office within 96 hours of notice. Failure to pay Civil Forfeiture shall be disposed of in District Court.

It should be noted ALL dogs over the age of three (3) months are required to be licensed EVERY YEAR by May 1.

The license schedule is as follows:

- \$9.00 - For any Unaltered Male or Female
- \$6.50 - For any Altered Male or Female
- \$2.00 - For One (1) dog only, if owner is over 65. (Proof of age is required)

Applicants must bring current rabies and altering certificates or a copy of the old license to the Town Clerk.

The Animal Control Officer traveled 12,675 miles throughout the year. The Animal Control Division also received 39 Animal Bite reports during the year.

The Animal Control Officer can be reached Monday through Friday 7:00 a.m. - 3:30 p.m., by calling 890-2150, or after 3:30 p.m. and Weekends through the Police Department at 890-2390 or 893-1911.

Respectfully Submitted,

Paul W. Weed
Animal Control Officer

PARKS & PROPERTIES DIVISION

This Division is responsible for a part of the maintenance on 25 Town owned buildings, and has completed several remodeling projects in 1995. The Division also shares maintenance responsibility for 2 Town Beaches, 4 Tennis Courts, 16 Ballfields, 1 Soccer Field, 2 Playgrounds and 2 Small Parks. The maintenance begins on these fields when the season begins in late April and until playoffs end in late October.

The Division did 110 burials and 21 Cremations in 1995. We have 3 active Cemeteries and 2 Historic Cemeteries which we maintain every year (grass cutting, trimming and leaf cleanup). We sold 125 lots this year, none of which were sold on a pre-need basis. The Parks & Properties Division of the Public Works Department is made up of 5 dedicated individuals who also respond to winter weather emergencies and are an asset to the Town of Salem.

Respectfully submitted,

Robert L. Dennis, Sr.
Parks/Properties Superintendent

STREETS/SHOPS DIVISION

Over the past year the Streets & Shops Division was very instrumental in the construction and completion of several major projects within the Town of Salem. Some of these projects included the construction of 20 new catch basins and 2000 feet of drainage pipe, along with the paving of the Townsend Avenue area, and sections of Lawrence Road and Hampstead Road.

The Streets & Shops Division repaired 65 Catch Basins and associated pipes, cleaned and inspected over 1,500 catch basins, replaced over 500 street and safety related signs due to vandalism or other sources, used 1,200 tons of hot top and 400 tons of cold patch for various types of normal and emergency road repairs, cut over 12 miles of roadside brush, swept 250 miles of paved roads and graded 15 miles of gravel roads.

The Streets & Shops Division, working along with several private contractors, installed 600 feet of Guardrail, removed 46 dead or dangerous trees, painted all traffic lines and road markings, and maintained 45 traffic control signals. Winter maintenance of Salem's 350 lane miles of road consists of 28 Plow routes and 14 Salt and Sand routes. In calendar year 1995 there were 9 plowing operations with the annual snowfall totaling 43 inches. There were also 48 full or partial Salting and Sanding operations using 5,000 tons of salt and 5,000 tons of sand/salt mix to provide the safest possible driving conditions for our citizens.

The Streets & Shops Division (including the Fleet, Solid Waste and Streets sections) maintains and inspects 68 vehicles and 13 specialized pieces of equipment, excavates and hauls cover material for the wood and brush landfill at the Shannon Road Solid Waste Facility. The solid waste Transfer Station delivered 11,000 tons of household trash to the waste-to-energy plant in Haverhill Ma., and 1000 tons of recyclables to various markets.

The Division is on Emergency Call-back status, and responded to over 140 after normal work hour emergency calls during 1995. The Streets & Shops Division is made up of 18 very dedicated and experienced individuals, who are an asset to the Town of Salem, and are to be commended for a job well done.

Respectfully Submitted

William J. Duma, Jr.
Operations Superintendent

UTILITIES DIVISION

Over the past year the Utilities Division has been actively involved in all water and sewer construction in Town. Over the summer the Division conducted a water meter calibration program. The new water treatment plant also went on line this summer. The drought that was experienced over the summer, and the below normal water level at Canobie Lake has been the subject of much concern regarding the future of the Town's Municipal Water Supply. The Town has been buying drinking water from the connections to Methuen to help.

Canobie Lake and Donigian Well offset the daily demand for water. The cost of treatment for the Turner Well was approved by voters at a special Town Meeting in December, and the Well is now on line. The Division also conducted a video taped inspection of sections of sewer trunk lines on Rt#28. 34 water main breaks were repaired, and Division personnel conducted a small scale leak detection survey.

WATER

Daily operation of the Canobie Lake Water Treatment Plant, Donigian and Turner Wells, and the connections to the Methuen water system pumped 837,124.800 million gallons of water into the Municipal Water System in 1995.

- Maintain all 151 miles of water lines and all water gate boxes (water shut offs).
- 633 Fire Hydrants are checked, serviced and Flagged each year.
- All Residential water meters are read quarterly and repaired when necessary.
- All Commercial water meters are read monthly and repaired when necessary.
- Inspect and test all cross connection devices (backflow check valves).
- Maintain two 1.5 million gallon water towers, located on Lawrence Road and Howard Street.
- Maintain Manor Parkway Booster Station which increases water pressure in the Industrial Way area.

- Maintain Route 97 and Salem Street water tie-in Stations from Methuen, MA.
- Maintain Donigian and Turner Wellsites.
- Monitor Millville, Arlington, and Taylor Dams.

SEWER

- Maintain and clean sewer trunk lines (55 miles).
- Maintain Sewer Manholes (1562).
- Maintain 10 Sewer Lift Stations.

The Division is on emergency response status for calls day and night. It is the efforts of all Utilities Division employees that we are able to maintain the Highest Quality of Service that our customers have come to expect and deserve year after year.

Respectfully submitted,

M. Joseph Geary
Utilities Manager

RECREATION DEPARTMENT

The Salem Recreation Department's mission is to develop and maintain the recreation and leisure resources of the community and to provide instructional programs with a high quality of skilled instructors and offer special events to the citizens of the Town of Salem.

The Recreation Department consists of one full-time coordinator and one temporary/part-time secretary. There are thirty-five temporary/part-time seasonal employees within the Recreation Department employed for the various programs offered throughout the year. The department is located at 287 Lawrence Road, second level of the Senior Center.

Seasonal Brochures are published and delivered to Salem residents twice each year detailing our Spring activities (available after March 1) and our Summer activities (available after May 15). All programs are advertised seasonally in the local newspapers and on the Town Cable channel. Fall and Winter programs are offered and advertised in the local newspapers. Flyers are distributed to Salem schools detailing the seasonal programs being offered.

We provide a variety of activities and special events for all ages. Instructional programs range from youth art classes, swimming lessons, tennis lessons to adult line dancing, CPR courses and more. New programs offered this year included Karate lessons for children and Adult Aerobics. Special events and sporting activities such as the Annual Fishing Derby, town-wide July 4th Celebration, and a bus trip to watch the Boston Bruins at the new Fleet Center were only a few of the activities that the Recreation Department offered in 1995.

The only Town Beach at **HEDGEHOG PARK**, located on Route 38, Lowell Road, is managed by the Recreation Department. The staff consists of two life guards and a beach attendant. Everyone who wishes to use the beach must purchase a beach pass. Passes will go on sale beginning May 20, 1996. The beach is tentatively scheduled to open, for the weekend only, on June 15 & 16, 1996 and then begin the season on June 21, 1996. The Salem Recreation Department is tentatively scheduling swimming lessons at Hedgehog Park during the Summer of 1996. More information will be available as the season arrives.

The Salem Recreation Department would like to notify all individuals, businesses and organizations interested in using the Town of Salem's ballfields and beach facilities to submit a Facility Request Form to the Recreation Department two weeks prior to the requested date of use of the facility. This permit form can be obtained from the Recreation Department. All permit applicants must be 18 years of age or older. Permits will be issued depending on the availability of the facility being requested.

In conclusion, I would like to thank all the Recreation Department's employees: Special thanks to Esther Lucey, Recreation Secretary, and employees of the Parks and Properties Division of the Public Works Department, Palmer School staff, lifeguards, playground staff, special needs coaches and the many other instructors of our individual programs for making 1995

a successful year for the Recreation Department. Special thanks to the many businesses, civic organizations, volunteers, service groups, the Salem School District and the Recreation Advisory Committee members who have assisted and supported us in 1995.

If you have any suggestions, comments or program ideas that you would like to share with us, please contact our office at 890-2140, Monday through Friday.

Once again, thanks for a successful 1995. We look forward to offering you many programs in the upcoming year.

Respectfully Submitted,

Julie Kamal
Recreation Coordinator

SENIOR CENTER

The Salem Senior Center is open Monday through Friday from 9:00 a.m. to 5:00 p.m. year round. The seniors meet, join in activities and socialize with their friends. For a small donation, a noon meal is available and furnished by the Rockingham County Nutrition Program

Activities offered include line dancing, cards (bridge, bid whist, scat, cribbage, 45's), beano, painting, ceramics, square dancing, Tai'Chi, slimmers, Easy Tone exercise machines and the Salem Choral Group. There is daily walking at the Rockingham Mall at 9:00 a.m. Bowlers meet at Park Place Lanes in Windham on Fridays at 9:30 a.m.

There is one van which brings seniors to the Center early in the day to participate in the activities and/or for lunch. They are picked up at their homes and returned following the meal and/or activity. The van is used to take them grocery shopping at designated markets and return them to their homes. The van also provides transportation to and from medical appointments; the Doctor's offices must be located in Salem. This service is available Monday and Thursday.

The 21st annual Health and Information Fair was held in September. Over 500 people attended. Screening and information tables were provided and flu shots given free of charge.

By request identification cards are furnished Salem Residents 60 years of age or older. The Vial of Life program consists of a vial in which is placed a statistical paper containing medical information, hospital preference, next of kin to be notified in case of emergency, doctor's name, medication and dosage taken. Medics and ambulance attendants are aware of this program. This information is used only in case of an accident or emergency.

Seniors volunteer at Salem Schools, area hospitals and the Center. The Golden Agers Club meets the second Monday of each month at 12:30 p.m.; the Salem Council on Aging meets six times a year the third Thursday at 5:00 p.m.; the Rebekahs meet the first and third Mondays at 7:00 p.m. All meetings are at the Center. The "Salem Senior Column" is published weekly in the Salem Observer, Manchester Union Leader, Silver Sentinel and Eagle Tribune. The "Town Crier" is a newsletter published and mailed every other month to senior citizens. It informs them of activities in the community as well as other informational items. The Salem Police and Fire Departments, as well as, the Salem Visiting Nurses Association are invited to submit articles to the "Town Crier". Marion Robinson, Editor of both of these publications for eighteen (18) years, retired this year.

The local V.F.W. sponsors a special Valentine and Halloween dance for the Seniors of Salem. This is done on an annual basis and are two of the highlights of the year.

The Derry/Salem Elks sponsor a Thanksgiving Day dinner at their lodge on Rt. 111. They serve people who would be alone for the holiday.

The Salem High School Student Council sponsored the Annual Senior Citizen "Young at Heart" Ball in April. A good time was had by all.

The "Good Morning" program is a safety precaution for seniors living alone. The Living Will program is available for seniors. There is help with Medicare, medical and income tax forms, general problems, referrals and disbursement of information (both general and specific). Free Notary Public services, referrals for legal assistance and Income Tax preparation are available. The Salem Visiting Nurses Association conducts a blood pressure clinic at the Center the third Tuesday of each month at 12 noon. Blood sugar is taken every other month at 11 a.m. on the same day.

Week-long, overnight and day trips are offered. The Salem Seniors Choral Group entertains residents of retirement and nursing homes in Salem and surrounding communities. They are well received wherever they go. They also raise money for the benefit of the Greater Salem Caregivers. Christmas Fund activities are coordinated from the Center.

Additional activities included an ice cream social; Follow the Sun Tours (96) a presentation of upcoming trips for 1996; demonstration of Mary Kay products by one of the company representatives; a Blue Cross/Blue Shield Healthwise Workshop; a home security demonstration; and an informational discussion group led by Lt. Alan Gould, Salem Police Dept. A local restaurant treated over 150 of the Seniors to a free lunch at his establishment.

The parking area was newly paved and white lines painted. The building was revitalized with a new automatic sliding door and freshly painted white with black trim in keeping with the Historical Society color scheme.

The Senior Center and activities are run efficiently and cost effectively due to the organizational consistency of my staff and the creativity of the volunteers.

Respectfully submitted,

Sally Sweet
Senior Citizens Coordinator

TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM NH

YEAR ENDING DECEMBER 31, 1995

	1995	***ON LEVIES OF*** 1994	1993	PRIOR
UNCOLLECTED TAXES				
- BEG. OF YEAR:				
Property Taxes		2,197,228.00		
Resident Taxes		41,600.00	30,980.00	
Land Use Change				
Yield Taxes		7,198.00		660.00
Utilities		641,418.00		
TAXES COMMITTED				
- THIS YEAR:				
Property Taxes	35,581,884.00			
Resident Taxes	208,640.00	2,080.00		
Land Use Change	134,240.00			
Yield Taxes		1,471.00		
Utilities	3,745,609.00			
OVERPAYMENT:				
Property Taxes	28,865.00	170,694.00	113,906.00	
Resident Taxes	180.00	66.00		
Land Use Change				
Yield Taxes				
Interest Collected				
On Delinquent Tax	33,340.00	140,624.00		324.00
Collected Resident				
Tax Penalties	484.00	1,437.00	75.00	
TOTAL DEBITS	\$ 39,733,242.00	\$ 3,203,816.00	\$ 144,961.00	984.00
	=====	=====	=====	=====

FOR THE MUNICIPALITY OF SALEM NH

YEAR ENDING DECEMBER 31, 1995

ON LEVIES OF

	1995	1994	1993	PRIOR
--	------	------	------	-------

REMITTED TO TREAS.
DURING FY:

Property Taxes	33,609,173.00	2,196,424.00		
Resident Taxes	161,330.00	14,515.00	750.00	
Land Use Change	119,240.00			
Yield Taxes		1,300.00		660.00
Utilities	3,293,680.00	641,418.00		
Interest	33,340.00	140,624.00		324.00
Penalties	484.00	1,437.00	75.00	

DISCOUNTS ALLOWED:

ABATEMENTS MADE:

Property Taxes	2,144.00	171,498.00	113,906.00
Resident Taxes	9,180.00	481.00	30,230.00
Land Use Change			
Yield Taxes		1,222.00	
Utilities	17,298.00		
Curr. Levy Deeded			

UNCOLLECTED TAXES

- END OF YEAR:

Property Taxes	1,999,432.00	
Resident Taxes	38,310.00	28,750.00
Land Use Change	15,000.00	
Yield Taxes		6,147.00
Utilities	434,631.00	

TOTAL CREDITS	\$ 39,733,242.00	\$ 3,203,816.00	\$ 144,961.00	984.00
	=====	=====	=====	=====

TAX COLLECTOR'S REPORT FOR THE TOWN OF SALEM N.H.

DR.	1994	***ON LEVIES OF*** 1993	1992	PRIOR
Unredeemed Liens				
Balance at Beg.				
Of Fiscal Yr.		991,824.00	608,023.00	82,752.00
Liens Executed				
During Fiscal Yr.	1,434,810.00			
Interest & Costs				
Coll. After Lien				
Execution	33,363.00	147,523.00	204,226.00	24,302.00
Overpayments	25.00	2.00		
 TOTAL DEBITS	 \$ 1,468,198.00	 \$ 1,139,349.00	 \$ 812,249.00	 107,054.00
	=====	=====	=====	=====
CR.				
REMITTANCE TO				
TREASURER:				
Redemptions	521,323.00	451,893.00	598,984.00	37,871.00
Int./Costs (After				
Lien Execution)	33,363.00	147,523.00	204,226.00	24,302.00
Abatements of				
Unredeemed Taxes	521.00	1,834.00	1,162.00	674.00
Liens Deeded				
To Municipalities	251.00	242.00	228.00	
Unredeemed Liens				
Bal. End of Year	912,740.00	537,857.00	7,649.00	44,207.00
 TOTAL CREDITS	 \$ 1,468,198.00	 \$ 1,139,349.00	 \$ 812,249.00	 107,054.00
	=====	=====	=====	=====

TOWN CLERK

The Town Clerk's office was very busy in 1995. There was a marked increase in the number of auto registrations which was reflected in the increase of motor vehicle tax revenues by about \$206,000. Other revenues are shown in the statistical report of the Town Clerk, almost all of which show an increase.

We have completed our computerized vital records program with the State of New Hampshire. Both marriages and deaths are now on computer and linked with the State of NH via modem on a weekly basis. This makes for an efficient and accurate recording of all vital records. It also makes it very quick and accurate in printing certified copies of these records.

The Town Clerk's office offers a variety of services to residents and businesses. It is responsible for auto registrations and title applications, marriage licenses, vital statistics, dog licenses, town records, voter registration applications and information, elections, UCC's, tax and other liens and attachments, dredge and fill applications, pole permits, Articles of Agreement (non-profit filings), oaths of office and Sheriff's writs.

In 1995 we began implementing the new law concerning compliance in dog licensing. It was quite involved, time consuming and successful. It caused many residents, who did not license their dogs to initiate the procedure and comply with state law. Over 1000 new dogs were licensed in 1995. It produced an increase in dog license revenues of \$8414 and an increase in Civil Forfeiture fines of \$900.

I would like to welcome Jackie Delaney to our staff in the clerk's office. She was formerly employed in the finance department and began working with us in September. I would also like to thank my deputy Mary Fawcett, bookkeeper Ruth Hayes and assistant clerk Barbara LaPointe for their dedicated public service and consistent professionalism.

Respectfully submitted,

Barbara M. Lessard
Town Clerk

TOWN CLERK RECEIPTS - 1995

Automobile Tax Permits	\$2,567,486.00
1995 (31,254)	
Title Fees	\$ 12,432.00
Marriage License Fees*	\$ 17,290.00
Certified Copy Fees**	\$ 8,634.00
Dog License Fees***	
1994 (12)	\$ 109.00
1995 (2,308)	\$ 16,963.00
Elections	\$ 325.00
Uniform Commercial Code & Other Liens	\$ 17,879.00
Collection Fees	\$ 920.00
Filing Fees	\$ 3.00
Recording Fees	\$ 55.00
Legal Fees - Dogs	\$ 1705.00
Dredge & Fill Applications	\$ 282.00
Pole Permits	\$ 20.00
Dog License Lists	\$ 25.00
Postage	\$ 208.96
Miscellaneous Receipts	\$ 195.50
	<hr/>
	\$2,644,532.46

*Less Remittance to State of NH for Marriage License Fees	(\$ 17,290.00)
**Less Remittance to State of NH for Certified Copy Fees	(\$ 4,851.00)
(546 copies @ \$6.00 ea. = \$3,276.00)	
(525 copies @ \$3.00 ea. = \$1,575.00)	
***Less Remittance to State of NH for Dog License Fees	(\$ 757.00)
(1,514 Licenses @ .50 ea. - \$757.00)	
Less Remittance to State of NH for Animal Population Control Fees	(\$ 4,326.00)
(2,163 Licenses @ \$2.00 ea - \$4,326.00)	
	<hr/>
	\$2,617,308.46

TOWN CLERK VITAL STATISTICS - 1995

Recorded in Town Clerk's Office:

Marriages	431
Births (Born in Salem)	0
Deaths	
Salem Residents--Died in Salem	67
Salem Residents--Died in other towns	77
Non-Residents----Died in Salem	16
Non-Residents----Buried in Salem	25

SALEM DISTRICT COURT

The Salem District Court processed 5,168 cases in 1995 which reflects a slight decrease over last year. Two areas of significance are in the juvenile area where it did not decrease significantly - 521 from 541 and the DWI area down from 261 last year to 222.

In the area of DWI, we maintained that continued education of the public regarding impaired driving is the prime motivator in deterring arrests from DWI. With regard to the high juvenile caseload, juvenile delinquency continues to run high with many involving youths from out of state. The Town's youth services officer works with many youths who are deterred from Court action. Without diversion, the juvenile caseload would be significantly greater.

A special thanks to the participating lawyers from the Salem Bar Association who organized and conducted the Lawyer in Every Classroom Program. All participants look forward to this annual event that requires student/teacher involvement.

The Greater Salem Council Against Family Violence continues to meet on a regular basis. They are involved in educating the public of the numerous problems associated Domestic Violence and developing and improving effective prevention and intervention within the community and its service agencies.

Even though the caseload has stabilized, the special projects continue to operate. The "paperless" warrant system has now expanded to all of Rockingham County due to its success in our Court. The Jury Trial project is now operational in Merrimack County due to the favorable results in Rockingham County. In July of 1995, Salem District Court will be one of four courts in Rockingham County to be involved with a Family Court Project. The Family Court will handle all marital, domestic violence and juvenile matters. The overall goal is to improve service to families (family matters) who come to court.

Respectfully submitted,

Robert D. Marshall
Justice

FINANCIAL

REPORTS

Plodzik & Sanderson Professional Association

193 North Main Street Concord, N.H. 03301 (603) 225-6996

INDEPENDENT AUDITOR'S REPORT ON FINANCIAL PRESENTATION

To the Members of
the Board of Selectmen
Town of Salem
Salem, New Hampshire

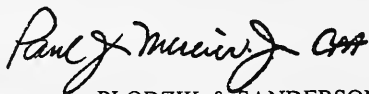
We have audited the accompanying general purpose financial statements of the Town of Salem as of and for the year ended December 31, 1994, as listed in the table of contents. These general purpose financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall general purpose financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

As described in Note 1B, the general purpose financial statements referred to above do not include the General Fixed Assets Account Group, which should be included to conform with generally accepted accounting principles. The amount that should be recorded in the General Fixed Assets Account Group is not known.

In our opinion, except for the effect on the financial statements of the omission described in the preceding paragraph, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the Town of Salem as of December 31, 1994, and the results of its operations and cash flows of its nonexpendable trust funds for the year then ended in conformity with generally accepted accounting principles.

Our audit was made for the purpose of forming an opinion on the general purpose financial statements taken as a whole. The combining and individual fund financial statements listed in the table of contents are presented for purposes of additional analysis and are not a required part of the general purpose financial statements of the Town of Salem. Such information has been subjected to the auditing procedures applied in the audit of the general purpose financial statements and, in our opinion, is fairly presented in all material respects in relation to the general purpose financial statements taken as a whole.



PLODZIK & SANDERSON
Professional Association

March 14, 1995

Plodzik & Sanderson Professional Association

193 North Main Street Concord, N.H. 03301 (603) 225-6996

INDEPENDENT AUDITOR'S REPORT ON THE INTERNAL CONTROL STRUCTURE BASED ON AN AUDIT OF GENERAL PURPOSE FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

To the Members of
the Board of Selectmen
Town of Salem
Salem, New Hampshire

We have audited the general purpose financial statements of the Town of Salem, as of and for the year ended December 31, 1994, and have issued our report thereon dated March 14, 1995.

We conducted our audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement.

In planning and performing our audit of the general purpose financial statements of the Town of Salem for the year ended December 31, 1994, we considered its internal control structure in order to determine our auditing procedures for the purpose of expressing our opinion on the general purpose financial statements and not to provide assurance on the internal control structure.

The management of the Town of Salem is responsible for establishing and maintaining an internal control structure. In fulfilling this responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of internal control structure policies and procedures. The objectives of an internal control structure are to provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of general purpose financial statements in accordance with generally accepted accounting principles. Because of inherent limitations in any internal control structure, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the structure to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the effectiveness of the design and operation of policies and procedures may deteriorate.

For the purpose of this report, we have classified the significant internal control structure policies and procedures in the following categories:

Activity Cycles

- Budgeting
- Treasury or financing
- Revenue/receipts
- Purchases/disbursements
- External financial reporting
- Payroll/personnel
- Data processing

For all of the internal control structure categories listed above, we obtained an understanding of the design of relevant policies and procedures and whether they have been placed in operation, and we assessed control risk.

Under the standards established by the American Institute of Certified Public Accountants, reportable conditions involve matters coming to our attention relating to significant deficiencies in the design or operation of the internal control structure that, in our judgment, could adversely affect the Town's ability to record, process, summarize, and report financial data consistent with the assertions of management in the general purpose financial statements. A material weakness is a reportable condition in which the design or operation of one or more of the internal control structure elements does not reduce to a relatively low level the risk that errors or irregularities, in amounts that would be material in relation to the general purpose financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. Our consideration of the internal control structure would not necessarily disclose all matters in the internal control structure that might constitute reportable conditions and, accordingly, would not necessarily disclose all reportable conditions that are also considered to be material weaknesses as defined above.

During the course of our review, the following condition was noted that was considered to be a material weakness as defined above:

GENERAL FIXED ASSET ACCOUNTING

The Town does not maintain a record of its general fixed assets as required by generally accepted accounting principles (GAAP). In order to conform to GAAP, a detailed record of general fixed assets should be maintained. Consideration should be given to valuing the inventory of the existing fixed assets and setting policies for capitalization and removal from the system. This is a repeat of a previous year comment.

In addition to the foregoing, the following other matters came to our attention that we have discussed with management relating to the administration of the Town:

OVEREXPENDITURE OF RETIREMENT BENEFITS AND ESTABLISHMENT OF EXPENDABLE TRUST FUND

At December 31, 1994, the Employee Retirement Benefits Account was overexpended by \$36,942. This was due primarily to the Town not budgeting a contingency for unscheduled retirements. We recommend that consideration be given to establishing an Expendable Trust Fund in accordance with revised state statutes, whereby funds can be carried forward from year to year to cover such retirement benefits. This would benefit the Town in that a more stable budget would be achieved and unscheduled retirement benefit payouts would not impact the budget unexpectedly.

EFFECTIVE USE OF PURCHASE ORDERS

During testing of the expenditures it was noted that some purchase orders were dated subsequent to the date of the invoice and also purchase orders were not always used according to Town policy. By not following the purchase order policy, the Finance Department is not aware of the commitments being made and therefore the accounting records and internal financial reports are not accurate. We

recommend that the purchase order policy be reviewed for effectiveness and responsible individuals be held accountable for its application.

We are pleased to report that, during the course of our review of internal controls, no material weaknesses in the Town's accounting systems and records were identified, other than the lack of fixed asset accounting mentioned previously.

This report is intended solely for the information and use of management and others within the administration. This restriction is not intended to limit distribution of this report, which is a matter of public record.

March 14, 1995

A handwritten signature in black ink, appearing to read "Paul J. Mucini".

PLODZIK & SANDERSON
Professional Association

STATEMENT OF APPROPRIATION
1995

PURPOSES OF APPROPRIATIONS

GENERAL GOVERNMENT:

Executive	187,955
Election, Registration	207,490
Financial Administration	881,791
Legal Expense	119,350
Personnel Administration	294,502
Planning and Zoning	125,721
General Government Building	221,158
Cemeteries	298,209
Insurance	315,500
Other General Government	401,175

PUBLIC SAFETY:

Police Department	4,017,724
Fire Department	4,288,853
Building Inspection	234,447
Outside Detail	446,513

HIGHWAYS AND STREETS:

Highways and Streets	1,774,113
Street Lighting	335,348

SANITATION:

Solid Waste Disposal	790,594
Sewage Collection & Disposal	1,931,644

WATER DISTRIBUTION & TREATMENT:

Water Services	1,961,060
----------------	-----------

HEALTH:

Health Department	89,394
Animal Control	67,709

WELFARE:

Direct Assistance	240,768
Outside Human Services	117,490

CULTURE AND RECREATION:

Library	907,117
Parks and Recreation	203,444
Patriotic Purposes	15,740
Elderly	119,170

DEBT SERVICE:

Principal of Long-Term Bonds	526,640
Interest of Long-Term Bonds	294,400
Interest-Tax Anticipation	251,750

CAPITAL OUTLAY:

Capital Improvements	732,263
Special Articles	329,337

OPERATING TRANSFERS OUT:

Capital Reserve Funds	1,217,075
Capital Projects-Bonds	<u>2,305,000</u>

Total Appropriations

26,250,444

SOURCES OF REVENUE

TAXES:

Land Use Change Tax	40,000
Resident Taxes	210,720
Yield Taxes	1,300
Payment in Lieu of Taxes	21,500
Other Taxes	9,610
Interest & Penalties on Taxes	586,067

LICENSES, PERMITS AND FEES:

Business Licenses and Permits	171,430
Motor Vehicle Permits	2,500,000
Building Permits	113,360
Other Licenses, Permits & Fees	192,170

FROM STATE:

Shared Revenue-Block Grant	394,217
Highway Block Grant	363,056
Water Pollution Grants	141,733
Other	142,242

CHARGES FOR SERVICES:

Income from Departments	819,361
Outside Details	461,437

MISCELLANEOUS REVENUES:

Interest on Investments	373,000
Sale of Town Property	14,500
Other	715,068

INTERFUND OPERATING TRANSFERS:

Income from Sewer Fund	1,841,888
Income from Water Fund	1,961,060

Proceeds from Long Term Bonds

2,305,000

Fund Balance

619,041

Total Revenues and Credits

13,997,760

GENERAL FUND

STATEMENT OF EXPENDITURES 1995

Selectmen	46,172
District Court	79,991
Town Manager	132,445
Legal	129,136
Personnel	152,320
Employee Benefits	151,660
Boards and Committees	25,671
Municipal Buildings	242,861
Finance	352,470
Data Processing	186,837
Assessing	182,926
Town Clerk	187,529
Elections	18,727
Tax Collector	128,668
Debt Services	1,071,629
Insurance	294,613
Engineering	237,295
Planning	125,301
Inspections	232,846
Health	77,485
Police Department	3,968,278
Fire Department	4,266,838
Animal Control	72,331
Public Works	2,772,704
Lighting	314,715
Welfare	213,474
Outside Human Services	117,490
Recreation	192,073
Elderly	116,336
Youth Services	65,025
Library	869,364
Community Contributions	16,707
Capital Improvements	684,437
Hazardous Waste Pick-Up	38,088
Land Acquisition	600
Fire Vehicles	143
Hydrogeological Study	17,966
Cable TV	40,492
Automated Library System	85,860
Capital Reserve - Roads	895,825
Capital Reserve - Revaluation	131,250
Capital Reserve - Fire Vehicles	185,000
Capital Reserve - Recreation	5,000
Outside Details	528,080
School District	20,412,657
County Tax	2,309,194
TOTAL	<u>42,376,509</u>

GENERAL FUND

**COMPARATIVE STATEMENT OF APPROPRIATIONS
1995**

	<u>Budget</u>	<u>Expended</u>	<u>Encumbered</u>	<u>Balance</u>
Selectmen	44,510	46,172		(1,662)
District Court	86,020	79,991	200	5,829
Town Manager	118,615	132,445	4,475	(18,305)
Legal	119,350	129,136		(9,786)
Personnel	134,472	152,320	2,056	(19,904)
Employee Benefits	160,030	151,660		8,370
Boards and Committees	24,830	25,671		(841)
Municipal Buildings	221,158	242,861	1,957	(23,660)
Finance	354,653	352,470		2,183
Data Processing	205,553	186,837	7,985	10,731
Assessing	187,618	182,926		4,692
Town Clerk	184,470	187,529	160	(3,219)
Elections	23,020	18,727		4,293
Tax Collector	133,967	128,668		5,299
Debt Services	1,072,790	1,071,629		1,161
Insurance	315,500	294,613		20,887
Engineering	250,221	237,295	640	12,286
Planning	125,721	125,301	392	28
Inspections	234,447	232,846	150	1,451
Health	89,394	77,485	56	11,853
Police Department	4,017,724	3,968,278	10,198	39,248
Fire Department	4,288,853	4,266,838	9,072	12,943
Animal Control	67,709	72,331		(4,622)
Public Works	2,862,916	2,772,704	8,108	82,104
Lighting	335,348	314,715		20,633
Welfare	240,768	213,474	1,785	25,509
Outside Human Services	117,490	117,490		0
Recreation	203,444	192,073	1,500	9,871
Elderly	119,170	116,336		2,834
Youth Services	64,934	65,025		(91)
Library	907,117	869,364	27,840	9,913
Community Contributions	15,740	16,707		(967)
Capital Improvements	732,263	684,437	51,935	(4,109)
Special Articles	1,546,412	1,400,224	135,369	10,819
Outside Details	446,513	528,080		(81,567)
-	20,052,740	19,654,658	263,878	134,204
Prior Year Encumbrances	275,836	249,839	375	25,622
	20,328,576	19,904,497	264,253	159,826
School & County	22,721,851	22,721,851		0
TOTAL	43,050,427	42,626,348	264,253	159,826

GENERAL FUND

STATEMENT OF RECEIPTS 1995

Property Tax-Current Year	33,609,173	Tattoo Parlor Licenses	1,950
Property Tax-Prior Years	2,196,424	Food Code Manual	65
Overlay	(219,368)	Massage Licenses	1,000
Resident Tax-Current Year	161,330	Other Health Dept. Licenses	556
Resident Tax-Prior Years	15,265	Police Alarm Permits	1,455
National Bank Stock Tax	0	Pistol Permits	4,120
Boat Tax	10,931	Police Reports	10,438
Land Use Change Tax	119,240	Outside Detail-Police	512,048
Yield Tax	1,960	Police Alarms	9,250
Interest on Taxes	583,702	Parking Fines	2,864
Resident Tax Penalties	1,996	Other Police Income	5,774
Miscellaneous Tax Charges	670	Witness Fees	9,540
NH Shared Revenue	959,879	Ambulance Fees	331,340
Railroad Tax	1,171	Other Fire Income	1,119
Highway Block Grant	363,056	Outside Detail-Fire	11,347
Civil Defense	7,401	Cemetery Lots	19,341
Highway Safety	32,104	Cemetery Openings	30,875
Water Pollution Projects	51,977	Maps-Engineering	3,493
Public Health Grant	10,465	Recycling	9,992
Other Governmental Revenue	78,528	Landfill Permits	52,795
Trotting and Racing Fees	132,800	Animal Control Fees	1,565
Sunday Sales	21,675	Other Public Works Income	441
Cable Franchise Fee	91,250	Landfill Tonnage Charges	84,709
Other Business Licenses	1,172	Landfill Interest	171
Elections and Registration	325	Scrap Metal	6,889
Public Hearings	4,809	Welfare Charges	12,026
Maps, Copies, Etc.	3,366	Welfare Liens	(29,864)
Land Use Ordinance	855	Recreation Charges	80,215
Community Profile	0	Library Fees	13,638
Development Handbook	25	Rockingham Nutrition	2,764
Master Plan	85	Sewer Administration Charges	48,000
Planning Board	28,061	Water Administration Charges	78,000
Auto Permits	2,563,203	Interest Earnings	522,948
Title Fees	12,424	Trust Fund Income	20,362
Marriage Licenses	17,290	Rent of Town Property	12,904
Dog Licenses	17,064	Court House Lease	242,839
Civil Forfeiture	1,705	Court Fines	6,688
UCC Filings	17,849	Return-Comp. Programs	364,091
Certified Copies	8,634	Payment in Lieu of Taxes	22,977
Recording & Other	584	Sale of Town Property	9,603
Miscellaneous Clerk Fees	1,126	Sale of Town Histories	477
Building Permits	94,233	Other Financing Sources	86,102
Electrical Permits	18,754	Miscellaneous Revenues	4,944
Plumbing Permits	7,051	Timber Harvest	0
Other Inspection Permits	3,491	Interfund Transfer	28,335
WSPCC Permits	2,940	Use of Fund Balance	619,041
Food Service Licenses	24,660	Bond Proceeds	1,305,000
			<u>45,625,562</u>

GENERAL FUND

COMPARATIVE STATEMENT OF RECEIPTS 1995

	<u>Estimated</u>	<u>Actual</u>	<u>Excess (Deficit)</u>
TAXES			
Property Tax-Current Year	35,576,278	33,609,173	(1,967,105)
Property Tax-Prior Year		2,196,424	2,196,424
Overlay	(257,608)	(219,368)	38,240
Land Use Change Tax	40,000	119,240	79,240
Resident Tax-Current Year	208,640	161,330	(47,310)
Resident Tax-Prior Year	2,080	15,265	13,185
Yield Taxes	1,300	1,960	660
Payment in Lieu of Taxes	21,500	22,977	1,477
Other Taxes	9,610	10,931	1,321
Interest & Penalties	586,067	585,698	(369)
LICENSES, PERMITS AND FEES			
Business Licenses & Permits	171,430	182,641	11,211
Motor Vehicle Permit Fees	2,500,000	2,563,203	63,203
Building Permits	113,360	123,529	10,169
Other Licenses, Permits & Fees	192,170	196,500	4,330
FROM STATE			
Shared Revenue	959,879	959,879	0
Highway Block Grant	363,056	363,056	0
Water Pollution Grants	51,977	51,977	0
Other	142,242	129,669	(12,573)
CHARGES FOR SERVICES			
Income from Departments	819,361	838,505	19,144
Outside Details	461,437	523,395	61,958
MISCELLANEOUS REVENUES			
Sale of Municipal Property	14,500	9,603	(4,897)
Interest on Investments	373,000	543,310	170,310
Other	715,068	712,624	(2,444)
Use of Fund Balance	<u>619,041</u>	<u>619,041</u>	<u>0</u>
	<u>43,684,388</u>	<u>44,320,562</u>	<u>636,174</u>

**TAXES ASSESSED
1995**

TAX RATE COMPUTATION

Total Town Appropriations	25,250,444
Total Revenues and Credits	<u>(12,997,760)</u>
Net Town Appropriations	12,252,684
Net School Tax Assessment	21,322,454
County Tax Assessment	<u>2,309,194</u>
Total Town, School and County	35,884,332
Business Profits Tax Reimbursement	(565,662)
War Service Credits	191,900
Overlay	<u>257,608</u>
Property Taxes to be Raised	<u><u>35,768,178</u></u>

<u>VALUATION</u>	<u>TAX RATE</u>	<u>TAXES TO BE RAISED</u>
\$784,045,990	\$45.62	\$35,768,178

SEWER FUND

Purpose	Approp. 1995	Prior Years Carry-Over	Expended	Encumbered	Balance + (-)
Personnel Services	137,104		128,280		8,824
Supplies	4,250		3,716		534
Services & Other Charges	1,790,290		1,728,962	1,494	59,834
Capital					0
Total	1,931,644	0	1,860,958	1,494	69,192
	Approp. 1995	Received			Balance
Revenue	1,931,644	2,322,164			390,520

WATER FUND

Purpose	Approp. 1995	Prior Years Carry-Over	Expended	Encumbered	Balance + (-)
Personnel Services	452,730		429,619		23,111
Supplies	17,130		16,900		230
Services & Other Charges	1,331,200	18,581	1,238,889	6,665	104,227
Capital	160,000		138,253	21,747	0
Total	1,961,060	18,581	1,823,661	28,412	127,568
	Approp. 1995	Received			Balance
Revenue	1,961,060	1,915,450			(45,610)

CAPITAL PROJECTS FUND 1995

Purpose	Approp. 1995	Prior Years Carry-Over	Expended	Encumbered	Balance + (-)
Water Improvements		4,802	4,802		0
Water Treatment Plant		2,083,501	1,818,607	7,150	257,744
Road Improvements		178,270	4,210		174,060
Solid Waste Transfer Station	980,000		824,961	99,037	56,002
Salt & Equip. Storage Shed	325,000		325,978		(978)
Total	<u>1,305,000</u>	<u>2,266,573</u>	<u>2,978,558</u>	<u>106,187</u>	<u>486,828</u>

Cash on hand 1/1/95	2,690,928
Receipts: Interest	67,778
Bond Proceeds	1,305,000
Payments	<u>(3,147,791)</u>
Cash on hand 12/31/95	<u>915,915</u>

CONSERVATION COMMISSION 1995

Cash on hand 1/1/95	321,104
Receipts: Interest	7,798
Land Use Change Tax	50,000
Spicket River Clean-Up	965
Payments	<u>(83,644)</u>
Cash on hand 12/31/95	<u>296,223</u>

**STATEMENT OF TOWN DEBT
FOR THE YEAR ENDING DECEMBER 31, 1995**

ISSUE DATE	AMOUNT ORIGINAL ISSUE	INTEREST RATE	FINAL PAYMENT	11/95 OUTSTANDING DEBT	RETIRED DURING YEAR	NEW ISSUES	OUTSTANDING PRINCIPAL 12/31/95	PRINCIPAL DUE 1995	PAYMENTS SUBSEQUENT YEARS
WATER BONDS									
1965	550,000	3.40	7/15/95	15,000	15,000		0	0	0
1967	780,000	4.40	9/15/97	15,000	5,000		10,000	5,000	5,000
1978	780,000	6.18	12/1/98	140,000	35,000		105,000	35,000	70,000
1982	250,000	9.05	12/1/97	35,600	11,200		24,400	11,200	13,200
1985	600,000	9.20	3/01/05	361,571	37,500		324,071	37,500	286,571
1986	1,250,000	6.80	7/15/01	570,000	85,000		485,000	85,000	400,000
1987	92,782	7.40	1/15/08	64,182	4,600		59,582	4,600	54,982
1990	250,000	6.90	7/15/00	150,000	25,000		125,000	25,000	100,000
1994	4,500,000	5.83	5/15/14	4,500,000	225,000		4,275,000	225,000	4,050,000
	8,472,782			5,851,353	443,300	0	5,408,053	428,300	4,979,753
SEWER BONDS									
* 1967	500,000	4.20	9/15/97	30,000	10,000		20,000	10,000	10,000
1978	450,000	6.18	12/1/98	80,000	20,000		60,000	20,000	40,000
* 1982	600,000	9.05	12/1/97	80,080	27,160		52,920	27,160	25,760
1985	6,200,000	9.20	3/01/05	3,733,429	387,500		3,345,929	387,500	2,958,429
* 1987	2,207,218	7.08	1/15/08	1,520,818	110,400		1,410,418	110,400	1,300,018
	9,957,218			5,444,327	555,060	0	4,889,267	555,060	4,334,207
MUNICIPAL BONDS									
1982	2,100,000	9.05	12/1/97	282,960	94,920		188,040	94,920	93,120
1985	980,000	5.2483	8/15/05			980,000	980,000	100,000	880,000
1995	325,000	5.2469	8/15/00			325,000	325,000	65,000	260,000
	3,405,000			282,960	94,920	1,305,000	1,493,040	259,920	1,233,120
HIGHWAY BONDS									
1982	150,000	9.05	12/1/97	21,360	6,720		14,640	6,720	7,920
1984	1,650,000	5.43	8/15/04	1,650,000	165,000		1,485,000	165,000	1,320,000
1984	200,000	5.70	8/15/99	200,000	40,000		160,000	40,000	120,000
	2,000,000			1,871,360	211,720	0	1,659,640	211,720	1,447,920
TOTALS	23,835,000			13,450,000	1,305,000	1,305,000	13,450,000	1,455,000	11,995,000

* Partial or full payments of principal and interest guaranteed by State of New Hampshire.

Reports of.....

1995

BALLOT

RESULTS

AND

APPROVED

ARTICLES



**ABSENTEE
OFFICIAL BALLOT**
TOWN ELECTION AND
SCHOOL DISTRICT ELECTION
TOWN OF
SALEM, NEW HAMPSHIRE

March 14, 1995

Michael J. Carney
MICHAEL J. CARNEY,
SCHOOL DISTRICT CLERK

Barbara A. Lessard
BARBARA A. LESSARD, TOWN CLERK

INSTRUCTIONS TO VOTERS

1. To vote, complete the arrow(s) pointing to your choices, like this
2. To write-in a candidate not on the ballot, write the name on the line provided for the office and complete the arrow pointing to the write-in line, like this

SCHOOL DISTRICT

For School Board Member

For THREE Years Vote for TWO:

ANNETTE M. COOKE 1403

CARL G. RAMSEY 1103

PHILIP A. SMITH 1765

22 (Write-In)

(Write-In)

For School District Moderator

For THREE Years Vote for ONE:

LAURENCE N. BELAIR 2125

35 (Write-In)

For School District Clerk

For THREE Years Vote for ONE:

MICHAEL J. CARNEY 2087

20 (Write-In)

For School District Treasurer

For THREE Years Vote for ONE:

PATRICIA A. ALDRICH 2036

14 (Write-In)

TOWN OFFICES

For Selectman

For THREE Years Vote for ONE:

HAROLD BERRY 1125

SANDRA P. ROULSTON 1378

11 (Write-In)

For Budget Committee

For THREE Years Vote for TWO:

RICHARD FAUTH 705

HARLEY G. FEATHERSTON 1096

ROBERT MAYER 999

BRENDA SACK 1344

16 (Write-In)

(Write-In)

For Trustee of Trust Funds

For THREE Years Vote for ONE:

HARLEY G. FEATHERSTON 1867

25 (Write-In)

For Library Trustee

For THREE Years Vote for ONE:

MARTIN ISAKS 551

PETER A. MACHNIK 292

CAROL MILLER 1331

10 (Write-In)

ZONING ARTICLES

ARTICLE 2 Are you in favor of the adoption of Amendment No. 1 as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows? (This amendment would rezone the Lancelot Court condominium project at 112-122 Cluff Crossing Road from Commercial-Industrial C District to Garden Apartment District.)

1793 YES

615 NO

ARTICLE 3 Are you in favor of the adoption of Amendment No. 2 as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows? (This amendment would rezone properties off North Broadway and Therese Road, west of the railroad tracks, from Commercial-Industrial B District to Residential District.)

1814 YES

575 NO

ARTICLE 4 Are you in favor of the adoption of Amendment No. 3 as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows? (This amendment would rezone the property at 28 Kelly Road from Highway-Commercial District to Residential District.)

1752 YES

678 NO

ARTICLE 5 Are you in favor of the adoption of Amendment No. 4 as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows? (This amendment would rezone properties on Cluff Crossing Road and Mika Drive from Commercial-Industrial C District to Garden Apartment District.)

1610 YES

759 NO

ARTICLE 6 Are you in favor of the adoption of Amendment No. 5 as proposed by the petition of the voters of this town? (This amendment would eliminate special exceptions for renting bedrooms within houses in the Residential District.) The Planning Board approves this amendment.

1458 YES

928 NO

ARTICLE 7 Are you in favor of the adoption of Amendment No. 6 as proposed by the petition of the voters of this town? (This amendment would allow buildings for nonprofit community groups and social service agencies on park land in the Residential District by special exception.) The Planning Board disapproves this amendment.

615 YES

1747 NO

ARTICLE 8 Are you in favor of the adoption of Amendment No. 7 as proposed by petition of the voters of this town? (This amendment would rezone properties on Pleasant Street and South Policy Street from Residential to Commercial-Industrial C District.) The Planning Board disapproves this amendment.

534 YES

1871 NO

ARTICLES PASSED AT 1995 ANNUAL TOWN MEETING

BOND ARTICLES

- ARTICLE 10 - SALT AND EQUIPMENT STORAGE SHED
\$325,000 2/3 vote needed - Yes - 266 No - 118
- ARTICLE 12 - PETITION FOR DESIGN AND CONSTRUCTION OF ADDITION TO SOLID WASTE
TRANSFER STATION
\$980,000 2/3 vote needed - Yes - 262 No - 122

SELECTMEN'S ARTICLES

- ARTICLE 13 - ADOPTING TOWN OPERATING BUDGET
\$22,159,776 - Amendment at Town Meeting
- ARTICLE 14 - FUNDING OF PUBLIC WORKS DEPARTMENT UNION CONTRACT
\$34,644 - Amendment at Town Meeting
- ARTICLE 15 - FUNDING OF STATE EMPLOYEES ASSOCIATION OF NEW HAMPSHIRE UNION
CONTRACT
\$30,557 - Amendment at Town Meeting
- ARTICLE 16 - FUNDING OF FIRE DEPARTMENT UNION CONTRACT
\$79,685 - Amendment at Town Meeting
- ARTICLE 17 - FUNDING OF POLICE DEPARTMENT UNION CONTRACT
\$50,987 - Amendment at Town Meeting
- ARTICLE 18 - ESTABLISHMENT OF CAPITAL RESERVE FUND TO FUND REPLACEMENT/ACQUISITION
OF FIRE-FIGHTING APPARATUS
\$185,000
- ARTICLE 19 - ESTABLISHMENT OF CAPITAL RESERVE FUND TO FUND REVALUATION
\$131,250
- ARTICLE 20 - ROADWAY IMPROVEMENT CAPITAL RESERVE FUND
\$720,000
- ARTICLE 21 - ROADWAY IMPROVEMENT CAPITAL RESERVE FUND PAVING VARIOUS STREETS
\$175,825
- ARTICLE 22 - ALLOWING EXPENDITURE OF INTEREST ON CAPITAL PROJECTS FUND
\$95,127
- ARTICLE 23 - PURCHASE OF AMBULANCE
\$98,000
- ARTICLE 24 - FUNDING FOR FIVE ADDITIONAL POLICE OFFICERS
\$29,248 (One Police Officer) - Amendment at Town Meeting
- ARTICLE 25 - ACCEPTING/FUNDING OF STREET LIGHTS
\$926

- ARTICLE 26 - CABLE TELEVISION CHANNEL 38
\$51,230 (\$28,730 - Purchase of equipment; \$22,500 - Payment to the School District for Operation of CTV Channel 38 as Local Government Channel and as Public Access Channel from July 1, 1995 to December 31, 1995.)
- ARTICLE 27 - RESTORATION OF WASTEWATER TREATMENT PLANT SITE
\$50,000
- ARTICLE 28 - HOUSEHOLD HAZARDOUS WASTE PICKUP
\$40,000
- ARTICLE 29 - LAND ACQUISITION - NORTH MAIN STREET
\$600
- ARTICLE 30 - DONATION OF LAND
Map 68, Lot 7128 located on Hampstead Road from DHB, Inc.
- ARTICLE 31 - SALE OF TOWN OWNED LAND - HENDERSON CIRCLE
Sale approved at Town Meeting.
\$2,001 - Sold at public auction held May 23, 1995

TRUSTEES OF THE TRUST FUND ARTICLES

- ARTICLE 32 - ACCEPTANCE OF ADDITIONS TO EXISTING FUNDS
- ARTICLE 33 - ESTABLISHMENT OF ROUTE 28 TRUST FUND

PETITIONED ARTICLES

- ARTICLE 34 - FUNDING OF AUTOMATED LIBRARY SYSTEM FOR KELLEY LIBRARY
\$89,507
- ARTICLE 35 - FUNDING OF KELLEY LIBRARY EMPLOYEES' ECONOMIC BENEFITS
\$12,897 - Amendment at Town Meeting.
- ARTICLE 36 - ESTABLISHMENT OF CAPITAL RESERVE FUND TO FUND RECREATIONAL
LAND PURCHASES
\$5,000
- ARTICLE 39 - PURCHASE OF TOWN OWNED PROPERTY
Sale approved at Town Meeting
\$2,501 - Sold at public auction held May 23, 1995
- ARTICLE 40 - ACCEPTING/FUNDING STREET LIGHT
\$52 - Brady Avenue by 2 Salem Street
- ARTICLE 41 - ACCEPTING/FUNDING OF STREET LIGHT
\$52 - 175 Pelham Road
- ARTICLE 42 - ACCEPTING/FUNDING OF STREET LIGHT
\$52 - Darryl Lane
- ARTICLE 43 - ACCEPTING/FUNDING OF STREET LIGHTS
\$156 - Kimball Avenue (2), Riverdale Avenue (1)
- ARTICLE 44 - CONVEYANCE OF LAND TO HOUSING AUTHORITY

NOTES

TOWN OF SALEM

NEW HAMPSHIRE

EMERGENCY NUMBERS:

Ambulance	911
Fire	911
Police	911
Crime Line	893-6600

NEW DEPARTMENT NUMBERS:

General Information/Main Reception	890-2000
Board of Selectmen	890-2128
Town Manager	890-2120
Assessing Department	890-2010
Building Department (Permits & Inspections)	890-2020
Engineering Department	890-2030
Finance Department	890-2040
Fire Department (Non-Emergency)	890-2200
Health Department (Permits & Inspections)	890-2050
Human Resources Department (Personnel)	890-2070
Human Services Department (Public Assistance)	890-2130
Planning Department	890-2080
Police Department (Non-Emergency)	893-1911
Public Works Department	
General Information	890-2150
Transfer Station	890-2164
Animal Control	890-2390
Water Treatment Plant	890-2170
Cemeteries & Parks	890-2180
Purchasing Department	890-2090
Recreation Department	890-2140
Senior Citizens Center	890-2190
Tax Collector	890-2100
Town Clerk	890-2110

OTHER IMPORTANT NUMBERS:

District Court	893-4483
Fuel Assistance	898-8435
Housing Authority	898-6417
Kelley Library	898-7064
Museum	890-2280
Field of Dreams Park & Playground	893-6344
New Hampshire Registry of Motor Vehicles	893-8734

School Department:

Superintendent of Schools	893-7040
Barron School	893-7067
Mary Fisk School	893-7051
Walter Haigh School	893-7064
Lancaster School	893-7059
North Salem School	893-7062
Soule School	893-7053
Woodbury School	893-7055
Salem High School	893-7069